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Proposed regional restructuring of the Office of the United Nations High Commissioner for Human Rights: increasing efficiency and effectiveness in the implementation of General Assembly resolution 48/141

Report of the Advisory Committee on Administrative and Budgetary Questions

I. Introduction

1. The Advisory Committee on Administrative and Budgetary Questions has considered the report of the Secretary-General entitled "Proposed regional restructuring of the Office of the High Commissioner for Human Rights: increasing efficiency and effectiveness in the implementation of General Assembly resolution 48/141" (A/71/218 and Corr.1). During its consideration of the report, the Committee met with representatives of the Secretary-General, who provided additional information and clarification, concluding with written responses received on 7 October 2016.

2. The Advisory Committee recalls that the Secretary-General initially proposed a regional restructuring of the Office of the United Nations High Commissioner for Human Rights (OHCHR) in the context of the proposed programme budget for the biennium 2016-2017 (see A/70/7, paras. VI.6-VI.12). At that time, the Committee recognized the intention of the Secretary-General to strengthen the field presence of OHCHR and expressed the view that a clearer and more detailed proposal should be presented for consideration by the General Assembly. In its related recommendation, the Committee indicated that the revised proposal should include, inter alia: (a) the location and geographical coverage of each hub; (b) an analysis of the expected workload and a corresponding staffing structure based on the specific needs for each location; (c) clearly defined reporting lines ensuring accountability and division of labour between country, regional and subregional offices, if any, and headquarters divisions and branches; and (d) a detailed cost proposal, taking into consideration

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both one-time and recurring post and non-post requirements, as well as potential contributions from prospective host countries (ibid., para. VI.12). The Assembly endorsed the conclusions and recommendations of the Committee and requested the Secretary-General to present a revised proposal on the regional restructuring of OHCHR (see resolution 70/247, paras. 7 and 84).

II. Proposed restructuring of the field presence of the Office of the United Nations High Commissioner for Human Rights

3. The Advisory Committee notes that the revised proposal presented by the Secretary-General (A/71/218 and Corr.1) provides detailed information on a number of issues, as requested by the Committee. The Secretary-General has maintained his overall approach to restructuring and proposes to strengthen six of the existing OHCHR regional offices and to establish two additional ones. Furthermore, the Secretary-General maintains that the restructuring would be resource-neutral, as the strengthening of the field structure would be offset by the redeployment of posts from Geneva to lower-cost duty stations in the field, along with the abolishment of General Service posts in Geneva.

4. The Advisory Committee was informed, upon enquiry, that the current proposal did not entail any change in the functions, programmes or mandates of OHCHR, but was rather of a managerial and budgetary nature only. The only posts affected are under subprogramme 3, Advisory services, technical cooperation and field activities, of section 24, Human rights, of the programme budget. In this connection, the Committee was further informed that this proposal would not affect posts related to the universal periodic review.

Locations and geographical scope

5. The locations and geographical scope of the proposal are set out in paragraphs 19 to 29 of the report. The restructuring is envisaged as follows:

(a) Strengthening of six existing regional offices: Addis Ababa; Bangkok; Beirut; Brussels; Dakar; and Panama City;

(b) Establishment of two new regional offices: Istanbul and Washington, D.C.;

(c) Maintenance of four other existing regional offices as subregional offices: Bishkek; Pretoria; Santiago; and Suva;

(d) Establishment of an additional sub-office for the Caribbean in Barbados.

6. In this connection, the Advisory Committee was informed, upon enquiry, that no change in the locations of existing regional offices would be proposed. Furthermore, the proposal took into consideration such factors as: the ability of OHCHR to conduct its work on the basis of General Assembly resolution 48/141;[1] the presence of United Nations regional commissions, other United Nations centres and intergovernmental and regional organizations; cost considerations; and ease of access within the region and in relation to headquarters in Geneva. The Committee

[1] In its resolution 48/141, the General Assembly created the post of the United Nations High Commissioner for Human Rights and described the responsibilities of the High Commissioner.

was also informed that the privileges and immunities pertaining to each regional office were outlined in a host country agreement and that the potential host Governments for the two new regional offices and the proposed subregional office had been consulted and had indicated their agreement to the proposal in principle. **Overall, the Committee sees merit in the proposal of the Secretary-General to strengthen the field presence of OHCHR.**

7. The Advisory Committee notes instances in the report of the Secretary-General where certain terms are used inconsistently. For example, the terms sub-office and subregional office appear to be used interchangeably throughout the report, making it difficult to ascertain a clear distinction among the various operational entities within the overall field structure of OHCHR. The Secretary-General also states that the OHCHR country presences include country offices, human rights components of peacekeeping missions and human rights advisers to United Nations country teams (A/71/218, annex I, footnote a). In addition, the term "peace missions" in the report appears to refer to peacekeeping operations and field-based special political missions. In this connection, the Secretary-General indicates that heads of human rights components of peace missions will continue to have dual reporting lines to the head of mission and the High Commissioner (ibid., para. 46). At the same time, the Secretary-General states that the heads of the regional offices are accountable for the performance of OHCHR presences in the region (ibid., para. 38).

Reporting lines

8. An overview of the reporting lines and staffing structure under the proposal is set out in paragraphs 30 to 48 of the report.

9. The Secretary-General indicates that the regional offices will provide overall support to subregional offices, country offices, human rights advisers and other OHCHR subregional presences. The heads of the regional offices, proposed at the D-1 level (see paras. 22, 26 and 27 below), would serve as representatives of the High Commissioner for their respective regions and would report directly to the D-2 Director of the Field Operations and Technical Cooperation Division at OHCHR headquarters in Geneva. The heads of subregional offices and the heads of OHCHR country offices would, in turn, report to their respective regional offices. In addition, human rights advisers deployed to United Nations country teams would continue to report to the resident coordinator as the first reporting officer and to the head of the relevant regional office as second reporting officer. Furthermore, the heads of the Subregional Centre for Human Rights and Democracy in Central Africa in Yaoundé and the United Nations Human Rights Training and Documentation Centre for South-West Asia and the Arab Region in Doha, which are tasked by the General Assembly with specific mandates but also have regional responsibilities, would report to the Head of the Regional Office for West and Central Africa and the Head of the Regional Office for the Middle East and North Africa, respectively.

10. However, the Advisory Committee notes that the heads of human rights components in peacekeeping operations and field-based special political missions would continue to maintain the existing dual reporting lines to the head of mission and to the High Commissioner. There would therefore be no direct reporting relationship between these components and the respective regional components.

11. The Advisory Committee was informed, upon enquiry, that no additional layers of supervision would be introduced as a result of the restructuring and was provided with a chart showing, in general terms, the aforementioned reporting lines (see annex I).

New locations

12. The Secretary-General indicates that the proposed new Regional Office for Eastern Europe and Central Asia in Istanbul will support 18 States, as well as Kosovo,[2] with four States to be directly supported by a sub-office in Central Asia in Bishkek, which is currently a regional office.[3] The Committee was informed, upon enquiry, that the Istanbul location was selected as it was considered to be a United Nations hub, with the United Nations Development Programme (UNDP), the United Nations Children's Fund, the United Nations Entity for Gender Equality and the Empowerment of Women, the United Nations Population Fund (UNFPA) and other entities already present, and because of the availability of regional transport connections.

13. **While not objecting to the selection of Istanbul as the new Regional Office for Eastern Europe and Central Asia, the Advisory Committee considers that the selection could have been better justified.**

14. It is also proposed to establish a Regional Office for North America and the Caribbean in Washington, D.C., to be supported by a new subregional office for the Caribbean in Barbados. The Regional Office in Washington, D.C., would support 17 States in the region.[4] Of these, a total of 15 States would be directly supported by the proposed subregional office in the Caribbean. The Secretary-General indicates that the main factor in selecting Washington, D.C., as the location for the Regional Office was the presence of international financial institutions, such as the International Monetary Fund and the World Bank Group, as well as of the Organization of American States and the Inter-American Commission on Human Rights. In addition, regional and global policy and advocacy organizations concerned with human rights are located in Washington, D.C., as are the Pan American Health Organization and liaison offices for the Joint United Nations Programme on HIV/AIDS and UNFPA.

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[2] In the context of Security Council resolution 1244 (1999) and without prejudice to the status of Kosovo.

[3] The Advisory Committee was informed, upon enquiry, that the Regional Office for Eastern Europe and Central Asia would cover 18 States, namely, Albania, Armenia, Azerbaijan, Belarus, Bosnia and Herzegovina, Georgia, Kazakhstan, Kyrgyzstan, Montenegro, Republic of Moldova, Russian Federation, Serbia, Tajikistan, the former Yugoslav Republic of Macedonia, Turkey, Turkmenistan, Ukraine and Uzbekistan, and Kosovo (in the context of Security Council resolution 1244 (1999) and without prejudice to the status of Kosovo). The subregional office in Bishkek would provide direct support to four States: Kazakhstan, Kyrgyzstan, Tajikistan and Turkmenistan, and the regional office in Istanbul would provide direct support to the remaining 14 States and Kosovo.

[4] The Regional Office for North America and the Caribbean will support 17 States. The majority of these (15 States), will be supported by the subregional office in the Caribbean. The Advisory Committee was informed that regional coverage would be provided for the following States: Antigua and Barbuda, Bahamas, Barbados, Belize, Canada, Dominica, Dominican Republic, Grenada, Guyana, Haiti, Jamaica, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago and United States of America.

15. On the question of whether the New York office could play a larger role, the Advisory Committee was informed, upon enquiry, that the focus of the work of the OHCHR office in New York related primarily to interactions with the General Assembly and counterparts in the Secretariat, and not to the continuous interactive work required for effective partnership-building with the different entities in Washington, D.C. Upon further enquiry, the Committee was informed that the office in New York currently comprised a total of 33 posts and positions (18 posts funded under the regular budget, 10 positions funded under extrabudgetary resources and 5 positions funded under the peacekeeping support account).

16. In this connection, the Advisory Committee was informed, upon enquiry, that OHCHR staff had undertaken 19 trips to Washington, D.C., between April 2014 and May 2016 to participate in round-table discussions, workshops, conferences and bilateral meetings. The Committee points out, however, that six of these trips were led either by the High Commissioner or the Assistant Secretary-General, and that both of them would have been required to travel there, irrespective of the presence of a dedicated OHCHR office at that location.

17. **The Advisory Committee is of the view that regional coverage for North America and the Caribbean should be guided by operational realities and foreseeable workload considerations.**

18. **The Advisory Committee is of the view that the report does not demonstrate a compelling operational need to establish an OHCHR office in Washington, D.C. The Committee is also of the view that any liaison functions could be undertaken by the OHCHR office in New York, subject to the completion of a more thorough assessment of the existing capacity of the New York office.**

19. **Furthermore, the Advisory Committee recommends that consideration be given to establishing the envisaged Regional Office for North America and the Caribbean in Barbados to provide support to all 17 States in the region, with the commensurate minimum core staffing structure (1 D-1, 1 P-5, 2 P-4 and 2 P-3) for that office (see also para. 22).**

Workload and corresponding staffing structure

20. The proposed staffing changes resulting from the restructuring of the OHCHR field presence are illustrated in table 1 of the report of the Secretary-General, as follows: (a) a decrease of 21 of the 42 programme budget posts currently located in Geneva; and (b) an increase of 21 programme budget field-based posts, which would be in addition to the existing 27 posts.

21. The Secretary-General indicates that each of the eight regional offices would require a minimum core staffing structure, based on expected workload, supplemented with extrabudgetary resources (see A/71/218, para. 32). According to the Secretary-General, a key principle determining staffing allocations would be to avoid the duplication of functions between regional offices, other types of field presences, the Field Operations and Technical Cooperation Division and any other parts of OHCHR.

22. The minimum core structure of the eight regional offices would comprise six staff members funded from the regular budget (1 D-1, 1 P-5, 2 P-4 and 2 P-3 posts),

The head of office position, which is currently classified as a P-5 post, would be reclassified as a D-1 post. The head of office would supervise the staff and activities of each regional office and the related sub-offices and be accountable for the performance of all other OHCHR presences in the region, including country offices, human rights advisers and subregional offices (see also para. 26). In this connection, the Secretary-General proposes the following staff changes:

(a) Redeployment of 18 posts (2 D-1, 5 P-5, 6 P-4 and 5 P-3) from Geneva to the field;

(b) Reclassification of 9 posts (5 P-5 posts as D-1 posts and 4 P-3 posts as P-4 posts);

(c) Abolishment of 3 General Service (Other level) posts in Geneva;

(d) Establishment of 3 new posts (1 D-1 and 2 P-5) for the regional offices;

(e) Redeployment of P-2 and General Service (Other level) posts within the geographic units in Geneva to ensure comparable headquarters backstopping capacity for each region.

23. Upon enquiry, the Advisory Committee was provided with organization charts showing OHCHR headquarters and field staffing as approved for the biennium 2016-2017 (annex II) and the staffing structure in the context of the restructuring proposal (annex III).

24. With respect to national staff, the Advisory Committee was informed, upon enquiry, that OHCHR support staff in the field were contracted locally by UNDP or the relevant regional commission on behalf of OHCHR on the basis of a financial authorization. Therefore, related resources were included under the budget line for general temporary assistance and not included in the authorized staffing structure.

25. As regards the above-noted redeployments of posts to the field, the Advisory Committee was informed, upon enquiry, that 35 posts, comprising 18 regular budget and 17 extrabudgetary posts, would be redeployed from the Field Operations and Technical Cooperation Division in Geneva to regional offices, representing 50 per cent of the Division's current staff and equivalent to 6 per cent of the Geneva-based OHCHR staff. The Committee was further informed that the Field Operations and Technical Cooperation Division in Geneva, in close coordination with the regional offices, would:

(a) Coordinate, augment and channel strategic advice, briefing materials and other key communications to OHCHR senior management and other actors, particularly those based in Geneva and New York;

(b) Ensure that the issues and perspectives of regional presences are well represented in intra- and inter-agency task forces, crisis mechanisms and other bodies;

(c) Conduct working-level communication, liaison, coordination and representation with Member States, United Nations partners, civil society and other stakeholders in Geneva.

26. With respect to the designation of the heads of the regional offices at the D-1 level, the Advisory Committee was informed, upon enquiry, that the heads of

regional offices would serve as the designated representatives of the High Commissioner, leading the development of the vision and strategic direction for the work of OHCHR in the region to support Member States and play a lead role in maintaining and developing relationships at the highest level with the region's Member States. Furthermore, the D-1 heads of office would take the lead in cooperation with regional organizations and relevant United Nations entities and serve as the OHCHR regional director within the United Nations Development Group. The Committee was also informed, upon enquiry, that the functions proposed for redeployment from Geneva to the regional offices were currently being performed by heads of the geographic branches in the Field Operations and Technical Cooperation Division at the D-1 level. Consequently, it is proposed to establish one new D-1 post and to reclassify five P-5 posts as D-1 posts, in addition to the redeployment of two existing D-1 posts from Geneva to the regional offices.

27. **The Advisory Committee recognizes the need for the regional offices to be led at the D-1 level, including at locations where such offices are currently led at the P-5 level. The Committee also recognizes the need for the new D-1 heads of regional offices to be supported by senior staff at the P-5 level. The Committee therefore recommends approval of the related proposed staffing changes with respect to the posts at the D-1 and P-5 levels.**

28. **With respect to the proposed redeployments of posts at the P-4 and P-3 levels, the Advisory Committee recommends the provision of general temporary assistance positions until such time as the specific needs of each regional office become clearer and the actual workload can be assessed. The ongoing need for all existing posts within the regional offices should also be kept under review. The Committee trusts that any recruitment and/or appointment actions undertaken in connection with the restructuring of the OHCHR field presence will be conducted in accordance with established regulations, rules and procedures.**

29. Upon enquiry, the Advisory Committee was informed that the process of estimating the workloads of the regional offices more precisely was constrained by the quality of data available. The Committee was also informed that the workload of the regional offices would not be uniform, nor would the offices have identical priority areas, but that a core staffing capacity was required in order to perform programme management, technical assistance and capacity-building functions.

30. **In view of the differing operational environments among the regional offices and the challenges in determining their precise workloads, the Advisory Committee is of the view that the proposed core staffing complement for this new regional structure should not be based on a "one-size-fits-all" approach. Staffing levels should be subsequently adjusted to allow for operational flexibility, based on actual workload, as appropriate.**

31. **The Advisory Committee also recommends that the General Assembly request the Secretary-General to report on the overall experience gained from the restructuring, for consideration by the Assembly no later than during the main part of its seventy-fourth session.**

Cost implications

32. The cost implications of the proposed restructuring are set out in paragraphs 49 to 60 of the report. The Secretary-General indicates that the reallocation of post and non-post resources between Geneva and the field, which would be effective 1 January 2017, would be resource-neutral. Specifically, the Secretary-General indicates that, under the regular budget, the proposed increased requirements with respect to the regions in the amount of $5,261,300 would be offset by an equal reduction in Geneva. Furthermore, the proposal would have no staffing implications for the OHCHR country offices funded from voluntary contributions.

33. The Advisory Committee was informed that the costing of all regular budget posts concerned was based on continuing rates and that the application of a 50 per cent vacancy rate to the proposed three new posts would result in a reduction of $277,200 during the biennium 2016-2017, with the delayed impact in this respect to be reflected in the proposed programme budget for the biennium 2018-2019. With respect to travel resources, the Committee was informed, upon enquiry, that existing regular budget resources for that purpose would be redistributed more evenly within the regions, with decreases in sub-offices to be offset by increases in the respective regional offices, as a result of increased requirements for regional travel. For example, travel resources allocated to Bishkek would be shared with Istanbul, and travel resources allocated to Santiago would be shared with all other offices in the Americas.

34. On a related matter, the Secretary-General indicates that the overall resource calculation included five posts in the United Nations Subregional Centre for Human Rights and Democracy in Central Africa in Yaoundé and three posts in the United Nations Human Rights Training and Documentation Centre for South-West Asia and the Arab Region in Doha. Upon enquiry, the Advisory Committee was informed that the structures and staffing in the aforementioned offices would not lead to any cost implications. The Committee was further informed that these offices were not included in the table of cost implications, which focused on the distribution of resources between regions, as the two offices were unaffected in this regard by the changes, given their specific mandates and staffing.

35. With respect to the current and expected contributions from host countries, the Advisory Committee was informed, upon enquiry, that the Government of Senegal was providing a building for the premises for the OHCHR Regional Office for West and Central Africa in Dakar at no cost, while the premises for other regional offices were to be financed from unearmarked voluntary contributions. Furthermore, the Government of Panama was constructing a site for all United Nations entities in the country, including OHCHR. The Committee was also informed that it was the understanding of OHCHR that the United Nations premises in Istanbul and Barbados, where the Government has constructed a "United Nations House", may be provided by the respective Governments at no cost and that the Office would pursue similar in-kind contributions at other locations. **The Committee welcomes these contributions.**

36. **The Advisory Committee notes that the restructuring proposal has been presented on the premise of cost neutrality and requests that actual cost**

implications be included in the above-mentioned submission to the General Assembly (see para. 31 above).

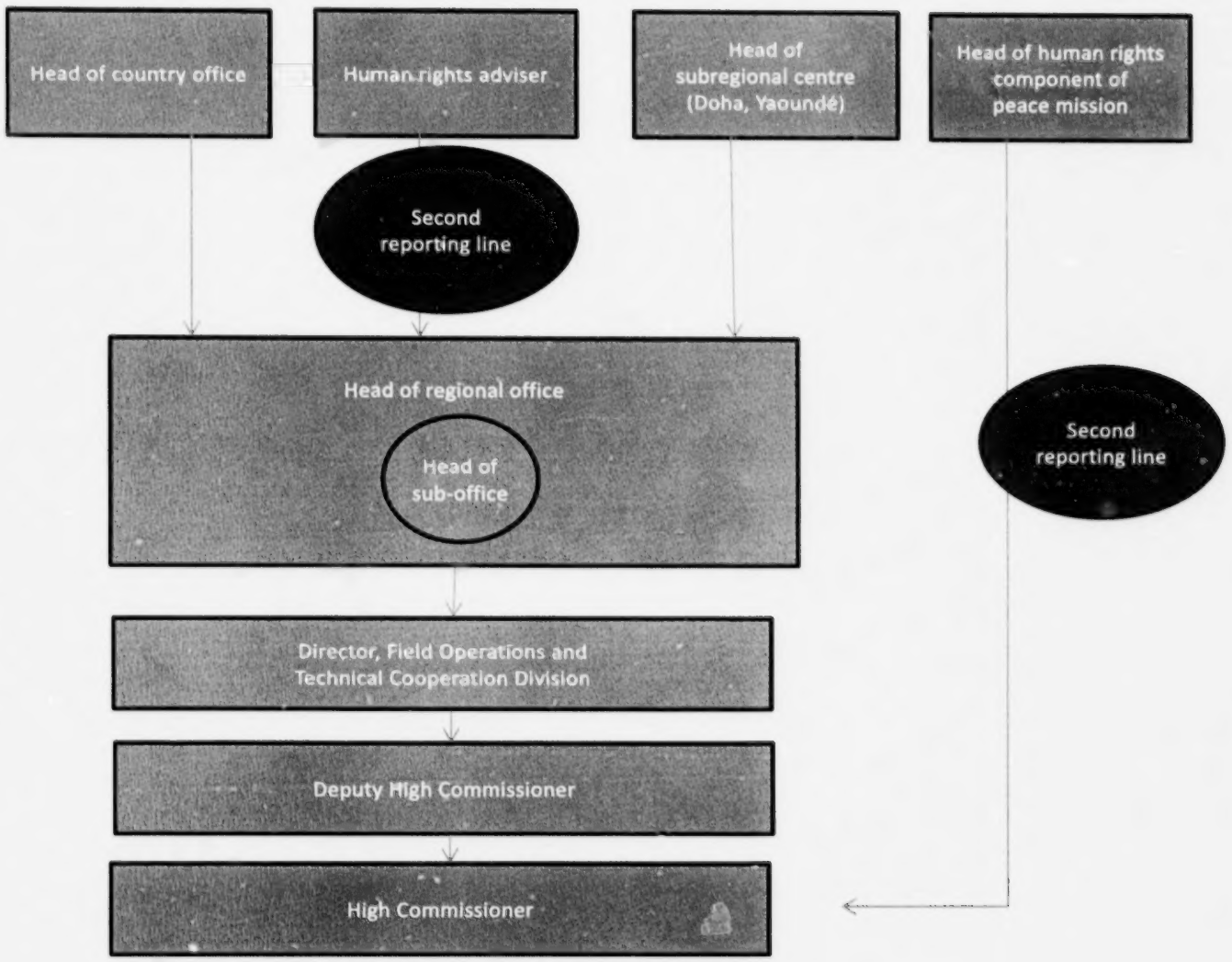
III. Conclusion

37. The actions required of the General Assembly, as requested by the Secretary-General, are contained in paragraphs 63 and 64 of his report.

38. Subject to its comments and recommendations above, the Advisory Committee recommends that the General Assembly approve the proposals of the Secretary-General.

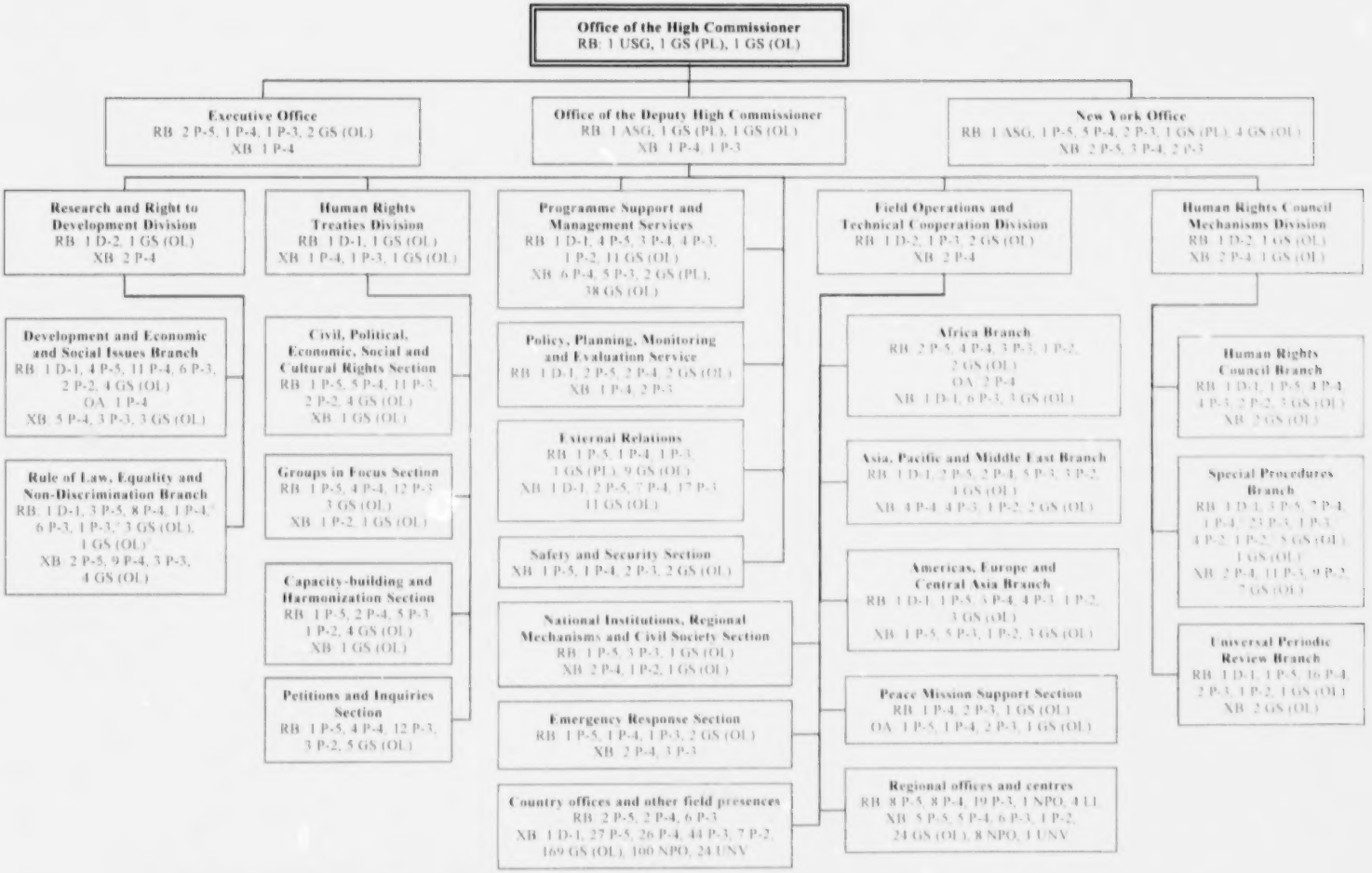
Annex I

Proposed reporting lines


Head of country office
Human rights adviser
Head of subregional centre (Doha, Yaoundé)
Head of human rights component of peace mission
Second reporting line
Head of regional office
Head of sub-office
Second reporting line
Director, Field Operations and Technical Cooperation Division
Deputy High Commissioner
High Commissioner

Annex II

Office of the United Nations High Commissioner for Human Rights approved organization chart for 2016-2017


Office of the High Commissioner
RB: 1 USG, 1 GS (PL), 1 GS (OL)
Executive Office
RB: 2 P-5, 1 P-4, 1 P-3, 2 GS (OL)
XB: 1 P-4
Office of the Deputy High Commissioner
RB: 1 ASG, 1 GS (PL), 1 GS (OL)
XB: 1 P-4, 1 P-3
New York Office
RB: 1 ASG, 1 P-5, 5 P-4, 2 P-3, 1 GS (PL), 4 GS (OL)
XB: 2 P-5, 3 P-4, 2 P-3
Research and Right to Development Division
RB: 1 D-2, 1 GS (OL)
XB: 2 P-4
Human Rights Treaties Division
RB: 1 D-1, 1 GS (OL)
XB: 1 P-4, 1 P-3, 1 GS (OL)
Programme Support and Management Services
RB: 1 D-1, 4 P-5, 3 P-4, 4 P-3, 1 P-2, 11 GS (OL)
XB: 6 P-4, 5 P-3, 2 GS (PL), 38 GS (OL)
Field Operations and Technical Cooperation Division
RB: 1 D-2, 1 P-3, 2 GS (OL)
XB: 2 P-4
Human Rights Council Mechanisms Division
RB: 1 D-2, 1 GS (OL)
XB: 2 P-4, 1 GS (OL)
Development and Economic and Social Issues Branch
RB: 1 D-1, 4 P-5, 11 P-4, 6 P-3, 2 P-2, 4 GS (OL)
OA: 1 P-4
XB: 5 P-4, 3 P-3, 3 GS (OL)
Rule of Law, Equality and Non-Discrimination Branch
RB: 1 D-1, 3 P-5, 8 P-4, 1 P-4,[a] 6 P-3, 1 P-3,[a] 3 GS (OL), 1 GS (OL)[a]
XB: 2 P-5, 9 P-4, 3 P-3, 4 GS (OL)
Civil, Political, Economic, Social and Cultural Rights Section
RB: 1 P-5, 5 P-4, 11 P-3, 2 P-2, 4 GS (OL)
XB: 1 GS (OL)
Groups in Focus Section
RB: 1 P-5, 4 P-4, 12 P-3, 3 GS (OL)
XB: 1 P-2, 1 GS (OL)
Capacity-building and Harmonization Section
RB: 1 P-5, 2 P-4, 5 P-3, 1 P-2, 4 GS (OL)
XB: 1 GS (OL)
Petitions and Inquiries Section
RB: 1 P-5, 4 P-4, 12 P-3, 3 P-2, 5 GS (OL)
Policy, Planning, Monitoring and Evaluation Service
RB: 1 D-1, 2 P-5, 2 P-4, 2 GS (OL)
XB: 1 P-4, 2 P-3
External Relations
RB: 1 P-5, 1 P-4, 1 P-3, 1 GS (PL), 9 GS (OL)
XB: 1 D-1, 2 P-5, 7 P-4, 17 P-3, 11 GS (OL)
Safety and Security Section
XB: 1 P-5, 1 P-4, 2 P-3, 2 GS (OL)
National Institutions, Regional Mechanisms and Civil Society Section
RB: 1 P-5, 3 P-3, 1 GS (OL)
XB: 2 P-4, 1 P-2, 1 GS (OL)
Emergency Response Section
RB: 1 P-5, 1 P-4, 1 P-3, 2 GS (OL)
XB: 2 P-4, 3 P-3
Country offices and other field presences
RB: 2 P-5, 2 P-4, 6 P-3
XB: 1 D-1, 27 P-5, 26 P-4, 44 P-3, 7 P-2, 169 GS (OL), 100 NPO, 24 UNV
Africa Branch
RB: 2 P-5, 4 P-4, 3 P-3, 1 P-2, 2 GS (OL)
OA: 2 P-4
XB: 1 D-1, 6 P-3, 3 GS (OL)
Asia, Pacific and Middle East Branch
RB: 1 D-1, 2 P-5, 2 P-4, 5 P-3, 3 P-2, 4 GS (OL)
XB: 4 P-4, 4 P-3, 1 P-2, 2 GS (OL)
Americas, Europe and Central Asia Branch
RB: 1 D-1, 1 P-5, 3 P-4, 4 P-3, 1 P-2, 3 GS (OL)
XB: 1 P-5, 5 P-3, 1 P-2, 3 GS (OL)
Peace Mission Support Section
RB: 1 P-4, 2 P-3, 1 GS (OL)
OA: 1 P-5, 1 P-4, 2 P-3, 1 GS (OL)
Regional offices and centres
RB: 8 P-5, 8 P-4, 19 P-3, 1 NPO, 4 LL
XB: 5 P-5, 5 P-4, 6 P-3, 1 P-2, 24 GS (OL), 8 NPO, 1 UNV
Human Rights Council Branch
RB: 1 D-1, 1 P-5, 4 P-4, 4 P-3, 2 P-2, 3 GS (OL)
XB: 2 GS (OL)
Special Procedures Branch
RB: 1 D-1, 3 P-5, 7 P-4, 1 P-4,[a] 23 P-3, 1 P-3,[a] 4 P-2, 1 P-2,[a] 5 GS (OL), 1 GS (OL)[a]
XB: 2 P-4, 11 P-3, 9 P-2, 7 GS (OL)
Universal Periodic Review Branch
RB: 1 D-1, 1 P-5, 16 P-4, 2 P-3, 1 P-2, 1 GS (OL)
XB: 2 GS (OL)

Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; NPO, National Professional Officer; OA, Other assessed; RB, regular budget; UNV, United Nations Volunteer; USG, Under-Secretary-General; XB, extrabudgetary.

[a] Temporary posts.

Annex III

Office of the United Nations High Commissioner for Human Rights proposed organization chart for 2016-2017 (after restructuring)

Office of the High Commissioner
RB: 1 USG, 1 GS (PL), 1 GS (OL)
Executive Office
RB: 2 P-5, 1 P-4, 1 P-3, 2 GS (OL)
XB: 1 P-4
Office of the Deputy High Commissioner
RB: 1 ASG, 1 GS (PL), 1 GS (OL)
XB: 1 P-4, 1 P-3
New York Office
RB: 1 ASG, 1 P-5, 5 P-4, 2 P-3, 1 GS (PL), 4 GS (OL)
XB: 2 P-5, 3 P-4, 2 P-3
Research and Right to Development Division
RB: 1 D-2, 1 GS (OL)
XB: 2 P-4
Human Rights Treaties Division
RB: 1 D-1, 1 GS (OL)
XB: 1 P-4, 1 P-3, 1 GS (OL)
Programme Support and Management Services
RB: 1 D-1, 4 P-5, 3 P-4, 4 P-3, 1 P-2, 11 GS (OL)
XB: 6 P-4, 5 P-3, 2 GS (PL), 58 GS (OL)
Field Operations and Technical Cooperation Division
RB: 1 D-2, 1 P-3, 2 GS (OL)
XB: 2 P-4
Human Rights Council Mechanisms Division
RB: 1 D-2, 1 GS (OL)
XB: 2 P-4, 1 GS (OL)
Development and Economic and Social Issues Branch
RB: 1 D-1, 4 P-5, 11 P-4, 6 P-3, 2 P-2, 4 GS (OL)
OA: 1 P-4
XB: 5 P-4, 3 P-3, 3 GS (OL)
Civil, Political, Economic, Social and Cultural Rights Section
RB: 1 P-5, 5 P-4, 11 P-3, 2 P-2, 4 GS (OL)
XB: 1 GS (OL)
Policy, Planning, Monitoring and Evaluation Service
RB: 1 D-1, 2 P-5, 2 P-4, 2 GS (OL)
XB: 1 P-4, 2 P-3
Geographic Branch
RB: 3 P-4, 7 P-3, 5 P-2, 6 GS (OL), 3 GS (OL)
OA: 2 P-4
XB: 1 D-1, 1 P-5, 3 P-4, 8 GS (OL)
Human Rights Council Branch
RB: 1 D-1, 1 P-5, 4 P-4, 4 P-3, 2 P-2, 7 GS (OL)
XB: 2 GS (OL)
Rule of Law, Equality and Non-Discrimination Branch
RB: 1 D-1, 3 P-5, 8 P-4, 1 P-4[a], 6 P-3, 1 P-3,[a] 3 GS (OL), 1 GS (OL)[a]
XB: 2 P-5, 9 P-4, 3 P-3, 4 GS (OL)
Groups in Focus Section
RB: 1 P-5, 4 P-4, 12 P-3, 3 GS (OL)
XB: 1 P-2, 1 GS (OL)
External Relations
RB: 1 P-5, 1 P-4, 1 P-3, 1 GS (PL), 9 GS (OL)
XB: 1 D-1, 2 P-5, 7 P-4, 17 P-3, 11 GS (OL)
Geographic Branch
RB: 3 P-4, 7 P-3, 5 P-2, 6 GS (OL), 3 GS (OL)
OA: 2 P-4
XB: 1 D-1, 1 P-5, 3 P-4, 8 GS (OL)
Special Procedures Branch
RB: 1 D-1, 1 P-5, 7 P-4, 1 P-4,[a] 23 P-3, 1 P-3,[a] 4 P-2, 1 P-2,[a] 5 GS (OL), 1 GS (OL)[a]
XB: 2 P-4, 11 P-3, 9 P-2, 7 GS (OL)
Capacity-building and Harmonization Section
RB: 1 P-5, 2 P-4, 5 P-3, 1 P-2, 4 GS (OL)
XB: 1 GS (OL)
Safety and Security Section
XB: 1 P-5, 1 P-4, 2 P-3, 2 GS (OL)
National Institutions, Regional Mechanisms and Civil Society Section
RB: 1 P-5, 3 P-3, 1 GS (OL)
XB: 2 P-4, 1 P-2, 1 GS (OL)
Universal Periodic Review Branch
RB: 1 D-1, 1 P-5, 16 P-4, 2 P-3, 1 P-2, 1 GS (OL)
XB: 2 GS (OL)
Petitions and Inquiries Section
RB: 1 P-5, 4 P-4, 12 P-3, 3 P-2, 5 GS (OL)
Country offices and other field presences
RB: 2 P-5, 2 P-4, 6 P-3
XB: 1 D-1, 27 P-5, 26 P-4, 44 P-3, 7 P-2, 169 GS (OL), 100 NPO, 24 UNV
Emergency Response Section
RB: 1 P-5, 1 P-4, 1 P-3, 2 GS (OL)
XB: 2 P-4, 3 P-3
Peace Mission Support Section
RB: 1 P-4, 2 P-3, 1 GS (OL)
OA: 1 P-5, 1 P-4, 2 P-3, 1 GS (OL)
Regional offices and centres
RB: 2 D-1,[a] 5 D-1,[a] 5 D-1,[c] 8 P-5, 2 P-5,[a] 8 P-4, 6 P-4,[a] 4 P-4,[c] 19 P-3, 1 P-3,[a] 1 NPO, 4 LL
XB: 6 P-5, 5 P-4, 19 P-3, 3 P-2, 24 GS (OL), 8 NPO, 1 UNV

Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; NPO, National Professional Officer; OA, Other assessed; RB, regular budget; UNV, United Nations Volunteer; USG, Under-Secretary-General; XB, extrabudgetary.

[a] Abolished posts.

[b] Temporary posts.

[c] Inward redeployments.

[d] Reclassifications/redeployments.

[e] New posts.

United Nations A/71/585

General Assembly

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Seventy-first session
Agenda item 114 (d)
Elections to fill vacancies in subsidiary organs and other elections: election of fourteen members of the Human Rights Council

Note verbale dated 26 October 2016 from the Permanent Mission of the United States of America to the United Nations addressed to the President of the General Assembly

The United States Mission to the United Nations presents its compliments to the President of the General Assembly and has the honour to transmit the human rights commitments and pledges of the United States of America (see annex), with reference to the candidacy of the United States for election to the United Nations Human Rights Council for the term 2017-2019, at the elections during the seventy-first session of the General Assembly in New York.

The United States Mission to the United Nations avails itself of this opportunity to renew to the President of the General Assembly the assurances of its highest consideration.

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Annex to the note verbale dated 26 October 2016 from the Permanent Mission of the United States of America to the United Nations addressed to the President of the General Assembly

Human rights commitments and pledges of the United States of America

The deep commitment of the United States to championing the human rights enshrined in the Universal Declaration of Human Rights is driven by the founding values of our nation and the conviction that international peace, security and prosperity are strengthened when human rights and fundamental freedoms are respected and protected. As the United States seeks to advance human rights and fundamental freedoms around the world, we do so cognizant of our own commitment to address challenges and to live up to our ideals at home and to meet our international human rights obligations.

The United States was pleased to participate in the second cycle of the universal periodic review at the Human Rights Council during our prior term on the Council. We are particularly pleased that we had the opportunity to work closely with civil society throughout that process, including at a town hall meeting in Geneva and several consultations in the United States. As we stated in our final report, the Government of the United States carefully reviewed the 343 recommendations received during its most recent universal periodic review. Our response to these recommendations reflects our continuing endeavour to create, in the words of our Constitution, a more perfect union.

We therefore make the following pledges:

Commitment to advancing and supporting human rights in the United Nations system

1. The United States commits to continuing its efforts in the United Nations system to be a strong advocate for all people around the world who suffer from discrimination, abuse and oppression, and a stalwart defender of courageous individuals across the globe who work, often at great personal risk, on behalf of the rights of others.

2. The United States commits to continue working with determination for a balanced, credible and effective United Nations Human Rights Council to advance the purpose and principles of the Universal Declaration of Human Rights. To that same end, in partnership with the international community, we will continue to promote universality, transparency and objectivity in all of the Council's endeavours. The United States is proud of the work we have done building partnerships with numerous countries from every region to increase the Council's credibility, strengthen the Council as an institution and create mechanisms to promote and protect human rights. During our first two terms on the Council, we were pleased to see broad support for such important cross-regional initiatives as the creation of two Special Rapporteurs, one on freedom of association and assembly and another on the human rights situation in Iran, a resolution on women's

right to a nationality, four resolutions on the human rights situation in Sri Lanka, the creation of a Working Group on discrimination against women in law and practice, as well as resolutions focusing on important issues, such as early and forced marriage and female genital mutilation. Similarly, we were pleased the Council took urgent action to address crisis situations in countries including Syria, Burundi, Libya and the Central African Republic.

3. The United States is committed to advancing the promotion and protection of human rights and fundamental freedoms throughout the United Nations system, including in the United Nations General Assembly and its Third Committee. The United States will continue to strongly support the work of the United Nations human rights mechanisms — including Special Rapporteurs, independent experts working groups and commissions of inquiry — and the dialogue that their reports engender. The United States will also continue to support the work of the human rights treaty bodies.

4. As we demonstrated during our extensive consultations with civil society during the universal periodic review process, the United States recognizes and supports the vital role of civil society and human rights defenders in the promotion and protection of human rights. We also remain committed to promoting the effective involvement of non-governmental organizations (NGOs) in the work of the United Nations, including the Council, and other international organizations, as evidenced by our active engagement as a member of the United Nations NGO Committee.

5. As part of our commitment to the principle of the universality of human rights, the United States commits to working with our international partners in the spirit of openness, consultation and respect and reaffirms that expressions of concern about the human rights situation in any country, our own included, are appropriate matters for international discussion.

6. The United States is committed to continuing its support for the Office of the United Nations High Commissioner for Human Rights (OHCHR) and remains one of the Office's largest donors. In 2015, the United States provided $5.5 million to OHCHR and its efforts to address violations of human rights worldwide, as well as almost $1.25 million to the United Nations Voluntary Fund for Technical Cooperation in the Field of Human Rights and $6.5 million to the Voluntary Fund for Victims of Torture. We anticipate making contributions to United Nations human rights activities in 2016 as well.

7. The United States is also committed to continuing its support to other United Nations bodies whose work contributes to the promotion of human rights. In 2015, in addition to our assessed contributions to United Nations organizations, the United States contributed voluntary funding to support a range of human rights efforts, such as through the United Nations Population Fund ($35.0 million), the United Nations Democracy Fund ($4.2 million) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) ($7.5 million).

8. The United States is committed to supporting implementation of the United Nations Global Counter-Terrorism Strategy and the Secretary General's Plan of Action to Prevent Violent Extremism, both of which support respect for human rights and the rule of law. The United States also commits to promoting

implementation of the Human Rights Council resolution on human rights and preventing and countering violent extremism, adopted on 2 October 2015.

9. In conjunction with our domestic efforts, the United States remains committed to the promotion and protection of indigenous peoples in the work of the United Nations, including through continued attention to indigenous issues at the Human Rights Council and General Assembly.

Commitment to advancing human rights, fundamental freedoms and human dignity and prosperity internationally

1. The United States commits to continue supporting States in their implementation of human rights obligations, as appropriate, through human rights dialogue, exchange of experts, technical and interregional cooperation and programmatic support for the work of non-governmental organizations.

2. The United States commits to continue its efforts to strengthen mechanisms in the international system to advance the rights, protection and empowerment of women, including through support for UN-Women; the implementation of Security Council resolution 1325 (2000) and all subsequent resolutions related to women, peace and security, and all relevant Human Rights Council and General Assembly resolutions related to the elimination of all forms of violence against women and to women's political participation; the work of the United Nations Commission on the Status of Women; and the work of the Inter-American Commission of Women.

3. The United States is committed to continuing to address stigma and discrimination in laws and policies and to promote the human rights of persons regardless of their sexual orientation or gender identity and is pleased to support the efforts of the Special Rapporteur and unit of the Inter-American Commission on Human Rights to place greater regional focus on this area as well as the efforts undertaken to include sexual orientation and gender identity in the work of the United Nations Human Rights Council, the General Assembly and the Office of the United Nations High Commissioner for Human Rights.

4. The United States is committed to continuing to promote the human rights of persons with disabilities, including through measures advancing non-discrimination, inclusion, dignity, individual autonomy, equality of treatment and accessibility.

5. The United States is dedicated to combating both overt and subtle forms of racism and racial and ethnic discrimination domestically and internationally. The United States is party to the International Convention on the Elimination of All Forms of Racial Discrimination and is committed to seeing the goals of this convention fully realized and the obligations thereunder fully implemented by States parties. Particular emphasis should be placed not only on eliminating any remaining legal barriers to equal rights and opportunities, but also on confronting the reality of continuing discrimination and inequality within institutions and societies. The United States also commits to actively supporting efforts related to the International Decade for People of African Descent.

6. The United States is committed to upholding our international obligations to prevent torture and cruel, inhuman or degrading treatment or punishment. The United States supports the work of the United Nations Special Rapporteur on torture and the Committee Against Torture, and in 2015, the United States was proud to

become a participant in the Group of Friends of the Convention against Torture Initiative.

7. The United States commits to continuing to work to advance respect for workers' rights worldwide, including by working with other Governments and the International Labour Organization; promoting the adoption and implementation of policies, regulations and laws to achieve respect for internationally recognized workers' rights; and providing funding for technical assistance projects to combat forced labour and other forms of human trafficking, advance the rights to freedom of association and collective bargaining, address workplace discrimination and exploitative working conditions and build the capacity of workers' organizations, employers and Governments to address labour issues.

8. The United States commits to promoting the ratification and implementation of the Protocol to Prevent, Suppress and Punish Trafficking in Persons, especially Women and Children, supplementing the United Nations Convention against Transnational Organized Crime, including by promoting the effective involvement of non-governmental organizations in expert and treaty body meetings related to implementation of the Convention and the Protocol, as well as continuing to advocate a victim-centred, trauma-informed, culturally relevant, gender-responsive and multidisciplinary approach to combating all forms of trafficking in persons and to promoting the dignity, human rights and fundamental freedoms of trafficking victims.

9. The United States commits to continuing to promote freedom of religion for individuals of all religions or beliefs, particularly members of minority and vulnerable groups, through dedicated outreach, advocacy, training and programmatic efforts, and to promote religious tolerance. The United States was pleased to support United Nations Human Rights Council resolution 16/18 ("Combating intolerance, negative stereotyping and stigmatization of, and discrimination, incitement to violence and violence against, persons based on religion or belief") and its subsequent resolutions, and played an important role in subsequent Istanbul Process meetings and related work. The United States works to implement United Nations Human Rights Council resolution 16/18 through a series of programmes intended to create a dialogue about the resolution and religious tolerance. The programmes vary in scope but focus on establishing a legal framework for religious tolerance, enforcing non-discrimination laws and encouraging community engagement, including case studies and outreach exercises. We have conducted such workshops in Bosnia, Greece, Spain and Indonesia for host country interlocutors, including lawyers, judges, government officials, NGO representatives, community leaders and academics.

10. The United States commits to continuing to engage on and support economic, social and cultural rights, including at the United Nations Human Rights Council, in the United Nations General Assembly and elsewhere, in terms consistent with human rights instruments we have accepted, including the Universal Declaration of Human Rights. In addition, the United States is committed to achieving the goals of the 2030 Agenda for Sustainable Development, including those related to ending extreme poverty, improving public health, increasing access to education and housing, reducing violence and inequality and expanding opportunity and protecting fundamental freedoms. We also continue to support both bilateral and multilateral

international assistance programmes that bolster food security, education, access to non-discriminatory health-care services and programmes, safe drinking water and other economic and social goods and services.

11. The United States is committed to continuing its leadership role in promoting business and human rights globally through multilateral forums, the forthcoming adoption of a national action plan on responsible business conduct and support for and engagement in multi-stakeholder initiatives. In 2011, the United States co-sponsored the resolution endorsing the United Nations Guiding Principles on Business and Human Rights. In September 2014, the United States began development of its own national action plan on responsible business conduct, which seeks to promote responsible business conduct consistent with the United Nations Guiding Principles on Business and Human Rights and the Guidelines for Multinational Enterprises of the Organization for Economic Cooperation and Development. In January 2015, the United States published updates to the Federal Acquisition Regulation in alignment with the President's Executive Order, "Strengthening Protections against Trafficking in Persons in Federal Contracts", and related requirements in the Ending Trafficking in Government Contracting Act (set forth in the National Defense Authorization Act for 2013). The United States also takes a leading role in promoting accountability, transparency and engagement on security and human rights through multi-stakeholder initiatives. The United States is a founding member of the Open Government Partnership, the Voluntary Principles on Security and Human Rights, the International Code of Conduct Association for Private Security Service Providers and the Montreux Document Forum. As part of its commitments in its Open Government Partnership National Action Plan, the United States is working towards implementation of the Extractive Industries Transparency Initiative domestically.

12. The United States is also committed to the promotion and protection of human rights through regional organizations. Through our membership in the Organization for Security and Cooperation in Europe and the Organization of American States, the United States commits to continuing efforts to uphold human rights and fundamental freedoms and to strengthening and developing institutions and mechanisms for their protection. In particular recognition of its human rights commitments within the inter-American system, the United States strongly supports the work of the Inter-American Commission on Human Rights, is its largest donor, with $2.3 million contributed in 2015, and engages actively in proceedings on individual petitions filed against the United States, in thematic hearings, and with respect to the Commission's thematic and country reports.

13. The United States is the 2015-2017 President of the Community of Democracies and is leading efforts to support emerging democracies as they work to complete successful transitions. Themes for our presidency include democracy and security, and democracy and development. Community of Democracies working groups focus on issues such as the protection of civil society, freedom of expression and development.

14. Recognizing the essential contributions of independent media to promoting the right to freedom of expression, exposing human rights violations and abuses and promoting accountability and transparency in governance, the United States commits to continuing to champion freedom of expression and to promoting media

freedom and the protection of journalists worldwide. To this end, the United States leads and supports efforts at the Human Rights Council and the United Nations General Assembly to protect and promote freedom of expression. In 2015, the United States co-sponsored a joint statement on freedom of artistic expression that over 50 countries supported. The United States supports initiatives on the safety of journalists, including the September 2014 Human Rights Council consensus resolution on that subject. In June 2012, the United States co-sponsored a consensus resolution at the Human Rights Council on Internet freedom, affirming that the same rights that people have offline must also be protected online, and co-sponsored a resolution in 2014 reaffirming these rights.

Commitment to advancing human rights, fundamental freedoms and human dignity and prosperity in the United States

1. The United States executive branch is committed to working with the United States Senate to consider the ratification of the Convention on the Elimination of All Forms of Discrimination against Women, the Convention on the Rights of Persons with Disabilities and International Labour Organization Convention No. 111, among other treaties.

2. The United States is committed to meeting its United Nations treaty obligations and participating in a meaningful dialogue with treaty bodies.

3. The United States is committed to continued cooperation with the United Nations human rights mechanisms, as well as the Inter-American Commission on Human Rights and other regional human rights bodies, by responding to inquiries, engaging in dialogues and hosting visits. Since 2012, the United States has hosted seven official Special Rapporteur and Working Group visits.

4. The United States is also strongly committed to continuing our long-standing work to combat discrimination based on race, colour, age, national origin, religion, gender, familial status, sexual orientation, gender identity, health status and disability in various sectors in our society. Certain statutes also protect individuals who are members of language minority groups or reside in institutions. Despite the achievements of the civil rights movement and many years of striving to achieve equal rights and equal opportunity for all, invidious discrimination still exists in our country and we continue to fight it through enforcement of a myriad of federal civil rights statutes, including the Civil Rights Act of 1964, the Voting Rights Act, the Fair Housing Act, section 1557 of the Affordable Care Act and numerous others.

5. The United States also continues its work to combat hate crimes, police misconduct and human trafficking through federal and state prosecution of these crimes and the strengthening of health and human service safety nets. Our federal hate crime statutes make it unlawful, among other things, to wilfully cause bodily injury, or to attempt to do so, because of a person's race, colour, religion, national origin, gender, sexual orientation, gender identity or disability. The United States Congress passed the Violence against Women Reauthorization Act of 2013, Preventing Sex Trafficking and Strengthening Families Act of 2014 and the Justice for Victims of Trafficking Act of 2015, which further strengthened prevention, protection and prosecution responses to human trafficking. The United States recognizes human trafficking as a violent crime and public health issue, requiring a

comprehensive response that engages the collaboration of criminal justice, health and social welfare, labour and education systems and institutions.

6. The United States commitment to continuing to promote human prosperity and human rights and fundamental freedoms of all persons within the United States also includes protecting the rights of individuals with disabilities through enforcement of legislation such as the Americans with Disabilities Act, the Rehabilitation Act and the Individuals with Disabilities Education Act.

7. The United States continues to work towards full racial equality. We are committed to ensuring that every American benefits from a local police force that protects and serves all members of the community and we are working with state and local authorities to improve police training and build community trust. The United States enforces many laws that ensure that persons of every race have equal access to housing and credit through various statutes, including the Fair Housing Act and the Equal Credit Opportunity Act.

8. The United States is committed to strengthening government-to-government relationships with federally recognized tribes and furthering United States policy on indigenous issues. To that end, we support the United Nations Declaration on the Rights of Indigenous Peoples, as explained in the "Announcement of U.S. Support for the United Nations Declaration on the Rights of Indigenous Peoples — Initiatives to Promote the Government-to-Government Relationship and Improve the Lives of Indigenous Peoples". While the Declaration is not legally binding, it carries considerable moral and political force and complements the Government's ongoing efforts to address historical inequities faced by indigenous communities in the United States. Since 2009, the United States Government has hosted an annual White House Tribal Nations Conference and in 2013, it established the White House Council on Native American Affairs. In 2013, the Violence Against Women Reauthorization Act included a historic provision recognizing tribes' inherent power to exercise "special domestic violence criminal jurisdiction" over Indian or non-Indian perpetrators who commit acts of domestic violence or violate certain protection orders on tribal lands. The United States Department of Justice continues to coordinate with tribal governments to fully implement the new law. The United States played a leading role in shaping the outcome document of the September 2014 United Nations World Conference on Indigenous Peoples. In 2014, the United States provided over $290,000 of voluntary funding to UN-Women to support field-based projects protecting indigenous women and children from violence.

United Nations A/71/586

General Assembly

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Seventy-first session
Agenda item 8
General debate

Letter dated 23 September 2016 from the Permanent Representative of Chile to the United Nations addressed to the President of the General Assembly

I have the honour to transmit herewith a written statement from the delegation of Chile in exercise of the right of reply to the statement made on 21 September 2016 by the President of the Plurinational State of Bolivia, Evo Morales, at the seventy-first session of the General Assembly (see annex). I should be grateful if the present letter and its annex could be circulated as a document of the General Assembly.

(*Signed*) Cristián **Barros**
Ambassador
Permanent Representative

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Annex to the letter dated 23 September 2016 from the Permanent Representative of Chile to the United Nations addressed to the President of the General Assembly

Reply of Chile to the statement made on 21 September 2016 by the President of the Plurinational State of Bolivia, Evo Morales, at the seventy-first session of the General Assembly

In his statement at the seventy-first session of the General Assembly, the President of the Plurinational State of Bolivia referred to bilateral relations with Chile.

In exercise of the right of reply to that statement, my delegation would like to refer to some erroneous historical assertions and comments and unfounded legal allegations that have to be refuted.

As regards the origin of the nineteenth century dispute alluded to by Bolivia, the President omitted in his statement key background information that shows that Bolivia violated the Treaty of Limits of 1874 which established the conditions for saltpetre exports from Antofagasta, which, according to the Bolivian historian, Alcides Arguedas, was inhabited mainly by Chileans. In addition to breaching the Treaty and the contract covering saltpetre production, Bolivia rejected repeated invitations by Chile to use the arbitration agreed by both countries, seized goods and had them auctioned off in flagrant violation of existing agreements and the rights of Chilean industrialists and workers in Antofagasta. It is also worth noting that during the nineteenth century and even well into the twentieth century, Bolivia experienced territorial losses and changes on several occasions which had nothing to do with the State of Chile.

The negotiation of the 1904 Treaty of Peace and Friendship, more than 20 years after the truce agreed between both countries, and pursuant to terms proposed by Bolivia, definitively sealed the bilateral relationship and led to provisions and lasting benefits for Bolivia with which Chile has strictly complied.

It is improper for President Evo Morales to mention his maritime aspiration openly in this multilateral forum, especially when it was Bolivia that brought the matter before the International Court of Justice.

Bolivia does have access to the sea, granted pursuant to the 1904 Treaty of Peace and Friendship, which is in full force and has been complemented on several occasions to the greater benefit of Bolivia. This highly beneficial non-sovereign access enables Bolivia to trade and communicate effectively with the world. It must be noted that pursuant to this Treaty and subsequent agreements, Chile grants Bolivia free transit facilities that exceed those granted by corresponding international instruments in force, in addition to other benefits not available even to Chilean citizens.

Chile has always been ready to engage in dialogue with Bolivia on the basis of full respect for international treaties and general international law. The unwavering willingness of Chile to pursue dialogue may be seen in our country's repeated interest in promoting integration through concrete actions and developing an agenda

involving specific, mutually beneficial projects. The Government of Bolivia speaks of dialogue yet in practice has chosen legal confrontation.

In addition to noting that these references are strictly bilateral in nature, this Permanent Mission believes that they are not within the jurisdiction of the United Nations and have no binding effects for Chile.

United Nations A/71/587

General Assembly

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Seventy-first session
Agenda item 51
Comprehensive review of the whole question of peacekeeping operations in all their aspects

Implementation of the recommendations of the Special Committee on Peacekeeping Operations

Report of the Secretary-General

Summary

The present report, prepared pursuant to the General Assembly resolution 70/268 of 14 June 2016, highlights key developments in United Nations peacekeeping since the issuance of the previous report (A/70/579 and Add.1) and identifies issues for consideration by the Special Committee on Peacekeeping Operations. Addendum 1 of the present report provides the status of the specific requests made by the Special Committee in its 2016 report (A/70/19).

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I. Strategic context and key operational developments

A. Global trends in conflict and peacekeeping

1. With 65 million people forcibly displaced, armed conflict today is impacting the lives of a record number of people. Indeed, an estimated 30 to 40 per cent of political violence today is directed against civilians, affecting a disproportionate number of children and women.[1]

2. The tripling of the number of civil wars between 2007 and 2014, particularly in the Middle East and West Africa, has resulted in a surge of global conflict-related fatalities. In these environments, a new generation of armed groups has gained strength from instability. From Al-Qaeda affiliates to groups pledging allegiance to Islamic State in the Levant, many of these armed groups use terrorist tactics and are responsible for attacks against civilians and peacekeepers. Operating independently of each other, but within networks that straddle borders and draw on transnational organized crime, these armed groups defy traditional State-based responses. Achieving durable political settlements in these settings will be an enduring challenge for the international community, and a particular challenge for United Nations peacekeeping operations.

3. The resurgence of conflict highlights the difficulty of consolidating peace and stability in countries emerging from protracted conflict. Continued instability in the Central African Republic, the Democratic Republic of the Congo and Mali demonstrates the challenges of extending State authority and re-establishing order in areas where the State has been historically weak, absent or perceived as illegitimate, particularly when armed groups have established presences. In other places, where political violence is largely in the past, such as in Liberia or Haiti, vulnerabilities persist. Weak State structures and entrenched patronage systems that facilitate corruption, impunity and economic exclusion present significant challenges to efforts to sustain durable peace and stability. Building a long-term approach to sustaining peace that addresses critical drivers of violence remains essential going forward.

4. The regionalization of conflict continues to pose significant challenges, in conflicts both new and old. The spillover of conflict across borders is abetted today by information technology and is often linked to criminal networks. International unity around a common strategy to resolve or manage conflict, with regional and global actors pursuing conflicting interests, has proved elusive in environments such as of the Syrian Arab Republic and South Sudan. At the same time, greater efforts are required to devise and implement regional strategies that respond to the fluidity and the mobility of transnational threats.

5. Despite the challenges that the negotiation and the consolidation of peace settlements present today, they have never been more necessary. Research has shown that contemporary conflicts are overwhelmingly resolved through negotiations, rather than the military defeat of one side or the other. The use of force and the pursuit of political solutions are not mutually exclusive, but rather are mutually reinforcing. This is particularly relevant for United Nations peacekeeping

[1] Organization for Security and Cooperation in Europe, "State of Fragility Highlights", 2016, p. 18.

operations, which are designed and deployed in support of international efforts to achieve and maintain the political settlement of armed conflict. The experience of peacemaking, peacekeeping and peace consolidation efforts over the past year — from the Syrian Arab Republic to Yemen, from Western Sahara to South Sudan and from the Democratic Republic of the Congo to Mali — highlights the critical importance of international stakeholders, including the Security Council, aligning around a minimum political vision and shared set of objectives if international peace and security efforts are to have any impact. The current lack of international unity and cohesion on key armed conflicts is one of the most serious obstacles for individual conflict resolution efforts today, including in the context of United Nations peacekeeping operations.

6. In this complex and challenging environment, peacekeeping operations will need to be politically adept in identifying options to support coherent international strategies for negotiated settlements, while building collaborative partnerships with key stakeholders in each conflict context. The missions of the future will need to be even more tailored, flexible and nimble. This will mean developing new approaches to core mandate tasks, including reconceiving ceasefire monitoring functions to adapt to the conflicts of today, developing targeted strategies to address armed groups and rethinking peacebuilding approaches that are more catalytic, community-focused and responsive to needs. This will also require strengthening monitoring and evaluation and the ability to course-correct. This should complement existing efforts to strengthen performance, accountability and capabilities, and develop more robust safety and security measures.

B. Key themes emerging from operational developments in 2016

7. While progress was made across many peacekeeping missions in 2016, including in Côte d'Ivoire, Liberia and the Central African Republic, other missions, such as those in Mali, South Sudan and the Democratic Republic of the Congo, struggled to fulfil their mandates in the context of a weak or absent political process. A number of key issues cut across missions over the year, including on consent, operating in asymmetric environments, the protection of civilians and transitions.

8. In 2016, maintaining host Government consent for the presence of a peacekeeping operation was a pivotal challenge across many missions, including in Darfur and South Sudan, where restrictions on movement within the mission area continued, and in Western Sahara, with the expulsion of the bulk of the civilian staff of the United Nations Mission for the Referendum in Western Sahara in March.

9. Ultimately, securing and sustaining consent requires an investment of collective political capital by the Security Council. For its part, the Secretariat began working on creative avenues to build consent. In 2016, with a view to ensuring a common understanding of the purpose and the role of the peacekeeping operation, the Government of the Central African Republic and the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) began to develop a framework for mutual accountability. The framework aims to enhance transparency and accountability in the Government's

delivery of key priorities and maintain coherent and sustained support of the international partners of the Central African Republic.

10. In 2016, non-permissive environments continued to challenge peacekeeping operations, costing peacekeepers their lives, impeding mandate implementation and highlighting the gap between expectation and capabilities. The Security Council, in its resolution 2295 (2016), called on the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) to adopt a more proactive and robust posture, including against asymmetric threats. In the Democratic Republic of the Congo, against the backdrop of a delayed electoral process, the fragmentation of armed groups, increasing tensions between communities and rising protection needs presented additional challenges for the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO). Sporadic flare-ups of violence in the Central African Republic affected freedom of movement of MINUSCA and required the mission to respond robustly to implement its mandate. The capabilities required to respond to threats and deliver effectively on mandates, however, have not always been available, most strikingly in MINUSMA, where a significant capability shortfall remains. Meeting capability requirements for hostile, asymmetric environments, including helicopters, intelligence surveillance and reconnaissance, counter-explosive ordnance device units and armed personnel carriers, remained a significant challenge.

11. Incidents in South Sudan and the Democratic Republic of the Congo in 2016 highlighted the difficulty of translating comprehensive protection of civilians mandates into targeted action against parties, including at times Government forces, engaged in politically motivated violence against civilians. Although hundreds of thousands of civilians were protected in designated sites in South Sudan during 2016, the mission's ability to project into other areas to protect civilians remained limited. MONUSCO conducted operations to protect civilians in eastern Democratic Republic of the Congo with the armed forces of the Democratic Republic of the Congo, including against armed groups. Challenges related to remote terrain, conflicting mission priorities, mobility and information flow, and advance warning limited MONUSCO capacity to protect civilians in a proactive and robust manner. Again, experience demonstrated that the readiness and the willingness of uniformed contingents to deliver on the protection of civilians mandates was as critical as their capabilities.

12. With missions in Liberia and Côte d'Ivoire in the midst of drawdown, transition planning ongoing for Haiti and the Democratic Republic of the Congo in the midst of a reconfiguration, achieving a common understanding with national counterparts, United Nations and international partners on remaining priority tasks, the handover of security and capacity-building roles and sustainability in international support for sensitive tasks continued to be critical.

II. Implementation of the peace and security reviews

A. Review of peace operations

High-level Independent Panel on Peace Operations implementation update

13. The past 12 months have been critical for the peacekeeping reform agenda, as the Secretariat continued implementing the decisions of the Secretary-General on the implementation of the recommendations of the High-level Independent Panel on Peace Operations. Progress was made in the development of standards and procedures for addressing sexual exploitation and abuse and other misconduct and the updating and improvement of field support standards that fall within the purview of the Department of Field Support. The development of new capabilities and support to troop and police contributors through partnerships with Member States continues to be pursued, including in the context of the United Nations Chiefs of Police summit in New York held in June 2016 and the United Nations peacekeeping defence ministerial meeting held in London in September 2016, with a view to matching training and capacity-building pledges with requirements of new troop- and police-contributing countries. Significant efforts are being invested in fully operationalizing the Peacekeeping Capability Readiness System as part of broader efforts to strengthen strategic force generation and capability planning for peacekeeping operations. Work to strengthen the partnership between the United Nations and the African Union on peace and security continued (see section on partnerships).

14. The Department of Peacekeeping Operations and the Department of Field Support continued to develop tailored communications strategies that support mandate implementation and improve the perception of peacekeeping and the understanding of its role and impact on the ground. A revised policy on strategic communications and public information in the field emphasized a shift to a more dynamic, engaging and politically focused communications effort.

15. However, in some areas, progress has been slower than anticipated. Despite some advances, the review of key administrative and financial processes that may not be supportive of field operations was behind schedule. The establishment of a medical performance framework has been affected by Secretariat resource constraints, but additional support provided by some Member States will allow work to accelerate in the coming months. While efforts to better structure community engagement approaches are under way, the conduct of regular perception surveys remains challenging.

16. Going forward, the Department of Peacekeeping Operations and the Department of Field Support will continue to pursue the implementation of key recommendations, in consultation with Member States. Looking further ahead, at this time of significant change in the Organization, sustained focus and political support will be critical to maintaining momentum for their implementation. In addition to capability-related reform areas, greater collective action is required to strengthen the political role of peacekeeping operations, including through prevention and mediation efforts, as well as strengthening system-wide collaboration on sustaining peace.

Supporting political processes

17. Good offices and support to political dialogue and reconciliation are at the core of most peacekeeping mandates. The High-level Independent Panel on Peace Operations emphasized the primacy of politics and the need for peace operations to develop more robust political strategies. The Department of Peacekeeping Operations has endeavoured to further strengthen its political support to peacekeeping operations. Strategic reviews conducted on a number of missions during 2016 provided strategic direction to a number of peacekeeping operations and helped shape mandates and mandate implementation strategies. The Department of Peacekeeping Operations has also endeavoured to ensure understanding among the Security Council and Member States on the missions' priorities and challenges, including through regular briefings to the Council and troop- and police-contributing countries, as well as increased reporting.

Planning and analysis in peacekeeping

18. In support of system-wide efforts to strengthen United Nations peace operations analysis and planning and to improve planning, implementation and review processes specific to peacekeeping operations, the Department of Peacekeeping Operations and the Department of Field Support are finalizing a new policy on planning in 2016. The new policy articulates a standard planning process specific to peacekeeping, clarifies roles, responsibilities and decision points and ensures coordination and coherence in planning peacekeeping operations. The policy aims to ensure coherence in plans at strategic, operational and tactical levels. It will be mandatory for any planning process involving a peacekeeping operation throughout a mission's life cycle, including start-up, reconfiguration, transition and drawdown and withdrawal. A specialized training to strengthen skills in strategic and operational planning will accompany the roll-out of the policy. To continue building the capacity of United Nations staff, training on conflict analysis and strategic assessments and a workshop for strategic planners on integrated planning were also delivered.

Protection

19. Large-scale violence in several missions and notable failures to prevent violence against civilians in 2016 underscored the difficulties in realizing protection of civilians mandates. While equipping uniformed personnel with the right capabilities is important, systemic and political challenges also need to be addressed to enable peacekeepers to fulfil their protection of civilians mandates. Three are worth highlighting.

20. While there is often a humanitarian imperative to protect, peacekeepers cannot replace efforts to resolve conflict, which require sustained political engagement, creativity and partnership-building. High-visibility peacekeeping deployments risk eclipsing the difficult work of pursuing political solutions, shifting the onus of the international community engagement in a war-torn country away from the responsibilities of the Security Council to the performance of peacekeepers. Efforts to pursue political solutions to conflict must integrate protection considerations.

21. Host Governments have the primary responsibility to protect civilians, but that role may not always be fulfilled, either because of a lack of will or capacity. Where host Governments are unwilling or unable to protect their citizens, and a peacekeeping operation has a protection of civilians mandate, the mission has the responsibility to take action. In such situations, a range of strategies would merit consideration, including dialogue, diplomacy and other tools at the disposal of the Security Council. Where capacity is weak, missions may devise support strategies for national authorities.

22. Instances of failure to follow orders or the discovery of hidden troop- and police-contributing countries caveats at moments of crisis undermine a peacekeeping mission's authority and its ability to act decisively to protect civilians. Work has been initiated to clarify performance standards. The political commitment of troop- and police-contributing countries to carry out the mandate is vital to ensure that the mission performs to the standards expected by the Security Council. However, there is also a need to ensure that, for each mission, there is a common understanding regarding the use of force between the missions' leadership and uniformed personnel.

23. For their part, the Department of Peacekeeping Operations and the Department of Field Support have continued to work on strengthening missions' strategic and operational capacities to assess and respond to protection threats. In addition to facilitating protection of civilian tabletop exercises, the Department of Peacekeeping Operations and the Department of Field Support continued to support the implementation of protection of civilian mandates through the provision of policy and guidance, including guidelines on the role of United Nations police in implementing a protection of civilians mandate, which complement existing guidelines for military components. Better field reporting tools were tested in missions, enabling stronger assessments of protection threats and empowering missions to adapt to meet evolving environments. The Department of Peacekeeping Operations developed protection of civilians indicators to improve the ability of the Department of Peacekeeping Operations and the Department of Field Support to assess the effectiveness of protection of civilians mandates implementation in the field.

24. Studies have also been conducted on protection of civilians-relevant areas, including an internal evaluation of mission-specific protection of civilians strategies and a practice note on community liaison assistants, both of which will inform the design of mission protection of civilians strategies going forward. To improve coordination within and across missions, the Department of Peacekeeping Operations and the Department of Field Support also held the first senior protection of civilians adviser conference in March 2016.

Child protection

25. In October 2015, the Department of Peacekeeping Operations and the Department of Field Support launched a review of its 2009 child protection policy through a field-driven process. Major findings of the review informed the new Department of Peacekeeping Operations, the Department of Field Support and the Department of Political Affairs joint child protection policy aimed at enhancing respect for children's rights and strengthening the overall response to child

protection issues in peace operations. The new policy underlines missions' collective responsibility on child protection and the need to mainstream child protection throughout their work. It also stresses the obligation of all peacekeepers to uphold, respect and abide by the highest international norms and standards on child protection and provides clear guidance on key child protection issues, such as sexual exploitation and abuse of children, the detention of children, the military use of schools and the use of child labour by peacekeepers. The policy also encourages further collaboration with regional partners on child protection, with a view to strengthening consistency in the application of norms and standards, and building a shared foundation for policies and training.

26. The Department of Peacekeeping Operations and the Department of Field Support finalized the development of specialized child protection training materials for United Nations police, in close collaboration with the United Nations Children's Fund, the Offices of the Special Representatives for Children and Armed Conflict and Violence against Children and the International Bureau of Children's Rights. The materials will be validated and rolled out in partnership with Member States at the end of 2016.

Conflict-related sexual violence

27. As mandated by relevant Security Council resolutions, women's protection advisers in five peacekeeping operations supported the implementation of conflict-related sexual violence mandates by monitoring and reporting on incidents; mainstreaming and institutionalizing prevention and response measures; building the capacity of mission personnel; carrying out advocacy and constructive engagement with all parties to the conflict; and strengthening assistance to survivors within missions' overall protection framework.

28. To better address conflict-related sexual violence, in 2016, the Department of Peacekeeping Operations and the Department of Field Support finalized new predeployment and in-mission training materials for civilian, military and police personnel. These materials comprise operational guidance; best practices on prevention and response; ethical reporting of incidents; provision of comprehensive assistance to survivors; and guidance on engagement with parties to the conflict to end impunity.

Human rights

29. Human rights components in peacekeeping operations continued to support efforts to pursue peace through information collection, analysis, early warning and response, including within the framework of protection of civilians mandates, and the implementation of the Human Rights Due Diligence Policy. Human rights personnel provided training to peacekeepers on international human rights and humanitarian law and technical support to Government institutions and local stakeholders, and contributed to supporting peace processes, rule of law institutions and the fight against impunity.

30. Triggered by the allegations of sexual exploitation and abuse by non-United Nations forces in the Central African Republic that came to light in late 2014, the Department of Peacekeeping Operations and the Office of the United Nations High Commissioner for Human Rights conducted an internal review of the existing

procedures for reporting and following up on allegations of all serious human rights violations by international or regional forces. The review identified measures to strengthen existing mechanisms and an operational guidance was sent to all peacekeeping missions reminding the leadership and staff of their responsibilities and the specific actions that need to be taken to respond and protect victims, while following up with relevant authorities on the launch and status of investigations.

31. Under the screening policy, Member States are systematically requested to certify that the personnel they nominate have been screened, in order to ensure that those individuals meet the highest standards of integrity, including respect for human rights. In cases where the human rights records of military or police personnel are of concern, the United Nations works with these countries to put in place additional safeguards and take actions to strengthen their domestic screening process. Furthermore, States parties repeatedly listed in annual reports on children and armed conflict and on conflict-related sexual violence have been prohibited from participating in peacekeeping missions. My Special Representatives continued to work with contributing countries that are currently listed in those reports to achieve delisting.

32. The consolidation of specialized protection functions within human rights components of peace operations, as part of a set of measures to increase the coherence and impact of missions' mandate implementation, was initiated in three priority missions (MINUSCA, MINUSMA and the United Nations Assistance Mission in Somalia) in July 2016. The objective is to ensure a more systematic and comprehensive analysis of protection issues, and to build synergies in missions' strategic and operational planning, as well as mandate delivery, keeping the dedicated specialized capacity required to deliver on children and armed conflict and conflict-related sexual violence mandates.

Peacekeeping partnerships

Strategic context of partnerships

33. As pointed out by the High-level Independent Panel on Peace Operations, establishing effective partnerships between peace and security actors is critical to multiplying the impact of international conflict resolution, management and peacebuilding efforts. Regional organizations have deployed military or civilian missions alongside, before or after United Nations peacekeeping operations, requiring greater coordination and coherence at the strategic and operational levels during all phases of their existence. Similarly, effective cooperation between peacekeeping missions and humanitarian and development partners within and outside the United Nations system is critical to ensure international efforts are more than the sum of their parts.

United Nations-African Union cooperation

34. The United Nations and the African Union and the regional economic communities/regional mechanisms continued to work together to address peace and security issues in Africa, including the operationalization of the African Standby Force, and to enhance the capacity of the African Union to respond to violent conflicts on the continent, in line with the five-year work plan and the 2016-2020 road map for the implementation of the African Peace and Security Architecture.

The United Nations and the African Union provided extensive support to the Amani Africa II exercise cycle, one of the main instruments to evaluate the operational readiness of the African Standby Force, including its ability to respond rapidly to grave circumstances such as genocide, crimes against humanity and war crimes. Four of the five regional standby forces have declared full operational capability.

35. The United Nations continued to contribute to the development of core planning and technical planning documents in support of African Union operations in Somalia, against the Lord's Resistance Army and Boko Haram and in support of contingency planning in northern Mali. Support has included ensuring that these efforts are in line with international human rights standards. The United Nations continued its support to African military- and police-contributing countries in an effort to strengthen the coherence of the United Nations and the African Union standards, notably related to human rights frameworks, training and equipment, while also developing guidelines with the African Union that would help assess the effectiveness and the equipment of the troop-contributing countries and the police-contributing countries in different situations.

36. The African Union is the key partner of the United Nations in peacekeeping, with over half of all United Nations peacekeeping missions — and 80 per cent of uniformed personnel — deployed in Africa. Many United Nations peacekeeping missions were preceded by African Union peace support operations, and the United Nations continues to provide logistical support to the African Union Mission in Somalia through the United Nations Support Office for Somalia. The Secretary-General proposed the undertaking of a joint review and assessment of available mechanisms to finance and support African Union peace operations authorized by the Security Council, a proposal reiterated by the High-level Independent Panel on Peace Operations and endorsed by the General Assembly, the Security Council and the African Union Peace and Security Council.

37. In addition to assessing the support provided to date by operations mandated or authorized by the African Union, the review also examined related issues of doctrine, capability, safety and security, human rights and accountability. The review was completed in August 2016, and its findings were transmitted to the General Assembly in a letter dated 22 September 2016 (A/71/410-S/2016/809).

38. The Department of Field Support signed two agreements with the African Union in September 2016, on participation of African Union personnel in an administration and resource training programme and on the establishment of a peace support operations pilot staff exchange programme.

Partnerships with other regional and subregional organizations

39. Since the establishment of the United Nations Liaison Office for Peace and Security in Brussels in 2011, the United Nations has accelerated the development of efficient arrangements for peacekeeping partnerships with the European Union and the North Atlantic Treaty Organization (NATO). The European Union Global Strategy on Foreign and Security Policy, published in June 2016, refers to the United Nations as a core partner and proposes enhanced support from the European Union Common Security and Defence Policy to United Nations peacekeeping and peacebuilding efforts, especially in the area of rapid response. Through the policy, the European Union has deployed civilian and military missions working side by

side and in full cooperation with United Nations peacekeeping operations, the most recent example being the launch in July 2016 of the European Union training mission in Central African Republic. The two organizations have cooperated closely on a broad range of thematic and country-specific issues through the biannual Steering Committee on Crisis Management. Annual staff talks and regular interaction with relevant NATO counterparts focused on technical areas where NATO has specific expertise, such as countering improvised explosive devices and medical support.

40. The United Nations continued close cooperation with other regional organizations, including the League of Arab States, the Organization for Security and Cooperation in Europe (OSCE), the Collective Security Treaty Organization and the Association of Southeast Asian Nations, in enhancing liaison capacity, information-sharing, and other areas.

Partnerships with development and humanitarian actors

41. The Department of Peacekeeping Operations continues to work with United Nations agency, fund and programme partners on the development of integrated strategic frameworks to provide clear peace consolidation priorities for the United Nations when a multidimensional peacekeeping mission is deployed, including through the Global Focal Point arrangement on the rule of law, jointly led by the Department of Peacekeeping Operations and the United Nations Development Programme, and more recently on developing a framework for use of assessed funds for programmatic purposes.

42. Supporting smooth transitions, comprising mission start-up and surge or drawdown and withdrawal continued to be a key area of work. While transitions are inherent to United Nations missions given their temporary nature, leading, managing, coordinating and implementing United Nations reconfigurations in accordance with developments and needs on the ground remains a complex and challenging task. The Organization-wide policy on United Nations transitions has guided current transitions in Liberia and Côte d'Ivoire, and its application has promoted a forward-looking approach focusing on strengthening host governments and remaining United Nations entities' capacities to address residual peacebuilding needs.

43. The Department of Peacekeeping Operations has reinforced its partnership with the World Bank by utilizing its political mandate and field presence and the Bank's technical expertise. The Department of Peacekeeping Operations was instrumental in finalizing the strategic results framework for partnership activities and also in allocating resources and monitoring projects implemented through a multi-donor partnership trust fund.

Triangular cooperation

44. Cooperation between the Security Council, troop- and police-contributing countries and the Secretariat on mandates, capabilities and performance issues continued to expand through a number of formulas. The Secretariat conducted consultations routinely prior to and following all significant mission reviews or assessments, whether mandated by the Security Council or not. Troop- and police-contributing countries were also briefed on contingency plans for possible

peacekeeping deployments. Summits or ministerial-level meetings and other political level engagements were held to ensure a shared understanding between the Secretariat and Member States on pressing capability gaps and to identify new contributors.

B. Sustaining peace

Peacebuilding architecture review

45. The Security Council, in its resolution 2282 (2016), and the General Assembly, in its resolution 70/262, on the peacebuilding architecture review, recognized that "peacebuilding is an inherently political process aimed at preventing the outbreak, escalation, recurrence or continuation of conflict". The Department of Peacekeeping Operations has intensified efforts to ensure that those peacebuilding tasks are reflected in every stage of a mission cycle and that continuity is ensured throughout the different phases of United Nations engagement. With relevant partners, the Department is developing a framework for the use of programmatic funding to enable peace operations and partners to engage in joint programme design and delivery, benefitting from predictable and timely funding of early peacebuilding activities. This framework will include criteria so that the impact, the scope and the efficacy of integrated activities to sustain peace can be comprehensively assessed. Efforts are also under way to overcome different organizational and administrative practices between peacekeeping operations and partners in order to facilitate the implementation of programmatic funding. Meanwhile, the Department of Peacekeeping Operations continued to collaborate with the Peacebuilding Support Office on a number of country initiatives, including in the Central African Republic.

Rule of law and security institutions

United Nations police

46. As affirmed by the Security Council in its resolution 2185 (2014), United Nations policing is central to protecting civilians and preventing, mitigating and resolving violent conflict. In line with the peace operations review, the Secretariat commissioned an external review on the functions, structure and capacity of the Police Division (see A/70/357-S/2015/682). My forthcoming report on United Nations policing sets out a plan of action for how these recommendations will be taken forward across the United Nations system. The Police Division has begun implementing recommendations that fall within its remit to enhance United Nations police capabilities and overall performance. However, Member State support for further reforms and improvements will be needed.

47. The Department of Peacekeeping Operations continued to advance the Strategic Guidance Framework for International Police Peacekeeping. As part of the framework, the Department of Peacekeeping Operations was finalizing the guidelines on police administration and, in cooperation with Member State groups, developing manuals on community-oriented policing; intelligence-led policing; operational planning; integrated border management; monitoring, mentoring and advising; and donor coordination and fund management.

48. The Police Division, in consultation with missions and Member States, has advanced the review of the standard operating procedures for the selection, the assessment and the deployment of individual police officers, formed police units and police leadership to facilitate timely and high calibre deployments through a more consistent approach that directly supports the effective implementation of mandates.

49. The Department of Peacekeeping Operations has begun adjusting the recruitment system to be responsive to increasing demand for specialized skills. A new campaign for specialized teams was initiated in June 2016, together with a new Senior Police Leadership Roster campaign. The Department will continue to work with missions and Member States to ensure a broad range of personnel offering expertise in reform and development, including seconded civilians. In order to shorten the timeliness, and increase the effectiveness and the transparency of the selection of candidates, the Police Division refined its computerized human resources system, HERMES, including applications related to vetting, conduct and discipline.

50. With respect to preventing and addressing serious and organized crime, United Nations police continued to strengthen host-State capabilities in this area, together with the International Criminal Police Organization (Interpol) and the United Nations Office on Drugs and Crime. By gaining access to Interpol online training and its I-24/7 database, host-State transnational crime units and United Nations police are expanding their capacities to gather and analyse crime-related information.

Justice and corrections

51. Guided by the updated Department of Peacekeeping Operations/Department of Field Support policies on justice support (2016) and prison support (2015), justice and corrections components in eight peacekeeping operations continued to complement police and military efforts in strengthening the rule of law. In most mission settings, these efforts have focused on assisting national counterparts in operationalizing courts and prisons in areas affected by conflict; building core judicial, prosecutorial, defence and correctional capacities; and addressing high rates of arbitrary and prolonged pre-trial detention. Peacekeeping missions have also helped to set up the Specialized Judiciary Unit on Terrorism and Transnational Organized Crime in Mali, facilitated the inspection of courts and prisons in the Democratic Republic of the Congo to ensure compliance with national laws and assisted Central African authorities in establishing a special criminal court to adjudicate atrocity crimes and de-militarize the prison system.

52. More than 700 civilian and government-provided justice and corrections personnel, justice and corrections played a critical role in the implementation of peace agreements, the improvement of security and initiation of institution building. Those experts worked increasingly with partners to deliver mandated tasks based on working arrangements developed through the Global Focal Point for the Police, Justice and Corrections Areas of the Rule of Law in Post-conflict and Other Areas. Since I established the Global Focal Point arrangement in 2012, that working arrangement has grown to be a success, facilitating coordinated and coherent approaches, including co-location, integrated teams and joint programmes. In the

2016-17 budget cycle, the capacity of missions to implement mandates in the justice and corrections areas was also enhanced through the modest allocation of programmatic funds for rule-of-law initiatives. The Justice and Corrections and Police Standing Capacities continued to deploy rapidly to missions in response to requests for specialized assistance.

Disarmament, demobilization and reintegration

53. The Department of Peacekeeping Operations continued to adapt its disarmament, demobilization and reintegration (DDR) activities to respond to the particular characteristics of armed groups. This includes community violence reduction approaches, which have been applied in the Central African Republic, Mali and Darfur. The threat of violent extremism has challenged DDR to further pioneer new approaches, which have been piloted in the non-peacekeeping context of Somalia. The experience of supporting the Government in disengaging Al-Shabaab combatants has proven to be a bellwether of the challenges to DDR to come, including in Mali.

54. Although new challenges are driving innovation in DDR, old obstacles are becoming more pronounced. Reintegration, the final stage of the DDR process, is well known to be crucial to preventing the revolving door phenomenon. However, recent trends have seen development actors and donors stepping back from reintegration. For example, gains achieved in countries such as Côte d'Ivoire, where the United Nations Operation in Côte d'Ivoire (UNOCI) assisted the Government in disarming and demobilizing some 69,000 former combatants, have been put at risk, as reintegration support has waned as the mission draws down. Peacekeeping operations themselves do not carry out reintegration activities, and are dependent on development partners in this regard. The voluntary participation of development actors and donors has in the past covered this gap, but the repercussions of the global financial crisis, changes in policy and concerns over engagement with violent extremist elements have heightened this issue.

Security sector reform

55. The role of security sector reform as an intrinsic component of peace processes and peacebuilding efforts continues to grow, with a broad range of activities across missions. In particular, the process of integration of armed groups into security sector institutions has emerged as a priority for ensuring the implementation of peace agreements, such as those being implemented through support from MINUSCA, MINUSMA and the United Nations Mission in South Sudan. The Security Sector Reform Unit and the DDR Section, in consultation with Member States and partners, will initiate the development of guidance on security sector integration.

56. The Department of Peacekeeping Operations increasingly supported complex reform efforts, often in cooperation with partners such as the European Union. For example, the Department of Peacekeeping Operations will conduct a comprehensive review of the Department of Peacekeeping Operations and the Department of Field Support Policy on Defence Sector Reform. The Department of Peacekeeping Operations supported a range of mandated activities in that area, adopted in 2011, including in the Central African Republic, by providing advice on the vetting and

integration process for the armed forces and Mali, by supporting the operationalization of the mixed patrols, the design of a national integration programme and the redeployment of the Mali Defence and Security Forces.

57. The Department of Peacekeeping Operations continues to lead the efforts of the Inter-Agency Security Sector Task Force, and it initiated consultations on a plan of action for the implementation of Security Council resolution 2151 (2014). Recognizing the role of regional organizations for security sector reform, the Department has commissioned an independent mapping of regional support to security sector reform in cooperation with the European Union, the African Union and OSCE. The partnership with the World Bank has continued to grow, with joint public expenditure reviews of the security sector planned in the Central African Republic, Guinea-Bissau and Liberia.

Mine action

58. Mine action activities in peacekeeping to protect United Nations personnel and enable missions to operate and implement their mandates effectively have continued to expand. Once restricted to "demining", United Nations Mine Action Service (UNMAS) activities are now more varied, having grown to encompass three broad categories: risk mitigation and clearance of landmines and other explosive remnants of war; weapons and ammunition management; and improvised explosive device threat mitigation. This has required a more diverse mix of qualified personnel and assets and a broader base for financing.

59. UNMAS risk mitigation and clearance activities enable core mandate tasks, for example, safe monitoring and patrolling by United Nations observers in the disputed Abyei region; humanitarian access in South Sudan; protection of civilians through the clearance of explosive hazards in Democratic Republic of the Congo, the Central African Republic and South Sudan; support to the extension of State authority and DDR and security sector reform through the safe and effective management, storage and security of ammunitions and weapons stockpiles across a number of missions. UNMAS also provides improvised explosive device threat mitigation advice, expertise and training to peacekeeping operations, including in Mali and Somalia.

C. Women, peace and security and gender equality

Implementation of the Security Council review of its resolution 1325 (2000)

60. The Global Study on the implementation of Security Council resolution 1325 (2000) provided added impetus to the existing commitment of the Department of Peacekeeping Operations and the Department of Field Support to integrate gender issues into the broader peace and security framework and to develop policy, guidance and accountability mechanisms. Heads of mission and the Department of Peacekeeping Operations and the Department of Field Support Under-Secretaries-General are now held to account on their integration of the women and peace and security agenda in their work through their compacts with the Secretary-General. To provide direct assistance to peacekeeping leadership in their gender mainstreaming commitments, mission gender advisers have been relocated to the Office of the Special Representative of the Secretary-General and at Headquarters to the Office of

the Department of Peacekeeping Operations and the Department of Field Support Chief of Staff. Gender indicators to be included in mission results-based budgeting processes were also under development to guarantee that gender is adequately mainstreamed across all section workplans.

61. Cooperation with the Department of Political Affairs and the United Nations Entity for Gender Equality and the Empowerment of Women has been strengthened by a number of joint projects that the Department of Peacekeeping Operations and the Department of Field Support have undertaken with them, including identifying women and peace and security priorities in transitions from peacekeeping to other United Nations presences.

Gender

62. Significant progress has been made in meeting objectives to mainstream gender and the women and peace and security agenda into the Departments' work through the Department of Peacekeeping Operations-Department of Field Support Gender Forward-Looking Strategy. Going forward, departmental efforts will focus on three priorities: achieving gender parity through the recruitment of female uniformed and civilian personnel (see section below); strengthening a protective environment, particularly through the work of substantive components; and supporting gender in political dialogue, including through greater female participation.

63. To support improved reporting to the Security Council on women and peace and security, a gender-sensitive reporting and conflict analysis training programme was being conducted for gender focal points and planning officers at Headquarters. In addition, the Gender Training Strategy has been updated to reflect the development of comprehensive training for Headquarters and mission personnel and the finalization of the specialized gender training for tactical level military personnel. Gender is also mainstreamed throughout all peacekeeping training, including for senior management.

64. As requested by the Special Committee, Global Open Days for Women and Peace continue to be organized in field missions, and the Gender Unit has been conducting an evaluation of the events since 2010 to identify progress and responses of missions to requests by civil society. The evaluation will be finalized in December 2016.

Increasing the participation of women in peacekeeping

65. Improving the participation of women in peacekeeping is a key priority. From January 2007 to September 2016, the percentage of female heads and deputy heads of mission increased from 3 to 25 per cent. The Department of Field Support has continued to engage in direct outreach to potential female candidates and liaise with internal and external partners to expand the pool of qualified female candidates. Gender considerations are also mainstreamed into the selection of senior leaders. The Senior Women Talent Pipeline, launched in January 2014 to recruit women leaders at the Director level for United Nations peace operations, has also supported these efforts.

66. The Police Division launched a multi-pronged strategy to improve gender balance. With women comprising 17 per cent of all individual police officers and 6 per cent of formed police units to date, the United Nations police is putting all its efforts towards its goal of 20 per cent, as outlined in its 2009 Global Effort. The Division's all-female assessment courses have led to the deployment of more than 500 female police officers. It also includes provisions in individual police officer and formed police unit assessment guidelines to prioritize the deployment of females, including options for flexible deployments. Improving senior female representation through the Senior Police Leadership Roster is a strategic priority.

67. Female military peacekeepers make up 3.4 per cent of the United Nations peacekeeping force and 5.6 per cent of military observers and military liaison officers, which represents an increase of 0.3 per cent and 1.4 per cent, respectively, since July 2015. At the London defence ministerial meeting held in September 2016, 72 Member States committed to support the Department of Peacekeeping Operations in achieving a target of 15 per cent of female staff officers and military observers by December 2017 and doubling female military members by 2020.

III. Performance, capabilities and field support

68. The Department of Peacekeeping Operations and the Department of Field Support efforts over the past years have centred on strengthening uniformed capabilities, many of which were also highlighted in the agenda of the High-level Independent Panel on Peace Operations, to better execute complex mandates in increasingly dangerous settings. This section highlights progress and outstanding work in key areas.

A. Enhancing performance

Strategic force generation

69. Following the successful 2015 Leaders' Summit on Peacekeeping and the 2016 United Nations Chiefs of Police summit, the immediate priority of the strategic police and force generation initiative has been the rapid build-out and institutionalization of the Peacekeeping Capability Readiness System. As a result of the efforts of the Strategic Force Generation and Capability Planning Cell and relevant troop- and police-contributing countries, more than 60 countries now have military or police units registered in the Peacekeeping Capability Readiness System. To assess the actual capabilities of each pledge and to improve the preparedness of the pledged units, the Cell, in coordination with the Office of Military Affairs and the Police Division, organized and conducted assessment and advisory visits to a total of 21 countries during the period. This significant effort was crucial to ensuring sufficient pledges at Levels 2 and 3, should any new urgent requirements arise. Following assessment and advisory visits, when needed, the Cell has coordinated with other parts of the Department of Peacekeeping Operations and the Department of Field Support, as well as bilateral capacity-building Member States, to support the capability development and training needs of troop- and police-contributing countries that require it.

70. The United Nations peacekeeping defence ministerial meeting that took place in London in September 2016 resulted in new pledges of troops and police. It was also an opportunity to take stock of the pledges made in 2015, as well as to highlight capabilities that are still lacking, specifically female troops and police, francophone units and rapidly deployable capabilities. Notably, six Member States pledged to place units at the Rapid Deployment Level for 2017, which will be deployable within 60 days. Going forward, the Department of Peacekeeping Operations will continue to request Member States to maintain sufficient units at a high state of readiness to operationalize the rapid deployment concept. Additional priorities will include further assessment of the capabilities registered in the Peacekeeping Capability Readiness System, increased engagement with Member States to identify opportunities to fill emerging capability gaps and the development of triangular capacity-building partnerships.

Supporting performance in the field

71. A number of interrelated systemic issues continued to affect the ability of uniformed components to deliver on their mandates, safely and securely and with the requisite level of support. Recurrent, systemic challenges identified by the Office of Peacekeeping Strategic Partnership, through 11 missions reviews conducted since its inception, include those related to executive guidance and direction; leadership; integration, including command and control and planning; force generation; compliance with mandates, memorandums of understanding, policies and guidelines; and mission support, including conduct and discipline and welfare.

72. The Department of Peacekeeping Operations and the Department of Field Support continued to address the most pressing systemic issues encountered through a number of policy and guidance initiatives outlined below. Efforts also included discussions with Member States to assist in bridging gaps and briefings on the review findings of the Office for Peacekeeping Strategic Partnerships.

73. The Operational Readiness Assurance and Performance Improvement policy, promulgated in January 2016, delineates the responsibilities of troop-contributing countries, Headquaters and field missions in improving the performance of peacekeepers. In line with that policy, troop-contributing countries must now certify the operational readiness of the units before their deployment. This certification states that the unit has been tactically organized in accordance with the United Nations Force Requirement/Statement of Unit Requirement, and is prepared to fulfil its tasks under the provisions of the mission's concept of operations and rules of engagement. It also certifies that the unit has the appropriate resources and equipment for the execution of its assigned tasks, has undergone predeployment training to United Nations standards and specifications, has been prepared and tested through self-evaluation and field exercises and has the capability and willingness to operate on the basis of peacekeeping tactics, techniques and procedures, in order to accomplish the mandate of the mission. Troop-contributing countries are also requested to conduct screening for misconduct and to certify that none of the units' members have been involved in a criminal offence, including of a sexual nature, or have been convicted of, or are currently under investigation or prosecution for, any criminal offence or any violation of international human rights law or international humanitarian law.

74. This policy has been complemented by the evaluation of unit performance by force commanders, and by that of force headquarters by the Secretariat. The Secretariat is developing guidance for troop-contributing countries on operational readiness preparation, which will provide troop-contributing countries with clarity on expectations related to individual standards, as well as predeployment training. Finally, guidance on the use of force will also support performance improvement.

75. Policy and doctrine papers, as well as operational documents, continue to integrate gender perspectives. The establishment of dedicated, military gender advisers into missions and initiatives such as the Military Gender Advocate of the Year Award, should raise the awareness of gender in the military context.

76. With respect to improving the performance of United Nations police components, the Guidelines on Police Command and Police Operations of the Strategic Guidance Framework for International Police Peacekeeping, adopted in December 2015, outline the resources, skills, capabilities and structures required to lead a United Nations police component in United Nations peace operations, as well as day-to-day tasks. Concurrently, the review of the formed police unit policy and predeployment assessment procedures are being finalized. The selection of police-contributing countries is based on past field performance, including on conduct, accountability and current capabilities, as ascertained by assessment and advisory visits, predeployment visits and contingent-owned equipment verification, and predeployment assessments. With the establishment of the Peacekeeping Capability Readiness System, performance and capability aspects of contingents are now centralized.

77. The triangular partnership project initiated with extrabudgetary support by the Department of Field Support to enhance the capacities of African troop-contributing countries in rapidly deployable engineering capabilities to United Nations peacekeeping operations enjoyed successful continuation with two regular training sessions, as well as a pilot training-of-trainers course conducted in 2016. It is encouraging to note that pilot training-of-trainers course graduates of at least one of the troop-contributing countries has already started training students in the home country. Deployment of the first trained contingent is being planned for 2017. In addition, a curriculum development and integration workshop to identify guidelines and key training modules, training needs analysis of two troop-contributing countries to identify their needs and a multilateral planning and stakeholders' workshop to help expand partnerships and plan for 2017 were also conducted. Moving forward, opportunities are being explored to expand training to include a mobile training course. Subject to support, this triangular partnership concept could be considered for expansion to other areas such as medical services.

Training and best practices

78. During 2016, much of the training support effort focused on strengthening the performance and effectiveness of uniformed and civilian peacekeeping personnel. Following the 2015 peacekeeping summit, the Department of Peacekeeping Operations and the Department of Field Support provided support to the operationalization of Member States' additional pledges of troops and capabilities. New and emerging troop- and police-contributing countries were supported through the United Nations National Planners Course, which provides the skills needed to

plan, prepare, train, deploy, support, sustain and rotate uniformed personnel. The Department of Peacekeeping Operations and the Department of Field Support also gauged training capacity needs and assisted troop- and police-contributing countries to meet training requirements through mobile training teams.

79. The running of a United Nations peacekeeping pilot training-of-trainers course will enhance troop- and police-contributing countries' training capabilities by providing consistent and quality training support to Member States' trainers. The Department of Peacekeeping Operations and the Department of Field Support also began developing training as part of a comprehensive approach to improve the performance of military staff officers at Force headquarters, in particular to address high turnover.

80. The Department of Peacekeeping Operations and the Department of Field Support began developing an integrated protection of civilians package for predeployment and in-mission training, combining for the first time guidance on protection of civilians, child protection and conflict-related sexual violence into one set of training materials, providing a single comprehensive package to Member States.

81. Tabletop exercises to strengthen mission capacity, particularly that of senior leadership, to respond to operational needs have taken place, including on protection of civilians in the United Nations Interim Force in Lebanon and the United Nations Mission in Liberia (UNMIL). Integrated training services will deliver a trainer-of-trainers course for mission trainers to build mission capacity to deliver tabletop exercises. Senior leadership training will also be strengthened through greater use of scenario-based exercises.

82. Since December 2014, the Peacekeeping Resource Hub, now available in all United Nations official languages, has expanded to contain 259 peacekeeping guidance and training materials, and has had 563 Member State subscriptions; with an average monthly download of over 4,000 training and guidance documents. The Department of Peacekeeping Operations and the Department of Field Support also documented the experience of outgoing senior mission leadership through end-of-assignment reports.

83. With demand for training support exceeding the capacity of the Department of Peacekeeping Operations and Department of Field Support, Member States support was being sought in the form of expertise for mobile training teams; bilateral Member State support to troop- and police-contributing countries; financial support for leadership training; and offers for hosting training-of-trainers courses and development workshops.

B. Enhancing capabilities

Uniformed capability development agenda

84. The Department of Peacekeeping Operations and the Department of Field Support have continued to work with troop-contributing countries and police-contributing countries to enhance the uniformed capabilities of peacekeeping operations to better adapt them to the mandates and the operating environments of modern peacekeeping operations. In 2016 the Uniformed Capabilities Development

Steering Group oversaw the ongoing implementation of eight projects dedicated to specific areas of capability development, including by establishing ongoing working groups with Member States to capitalize on their technical expertise and the operational capacities and, in some cases, to financially support priority projects. Projects focus on rapid deployment; standing capability; survivability; planning and implementation; high mobility units in theatre; transnational threats; information-led operations; and medical support.

Intelligence in peacekeeping

85. As peacekeepers continued to face diverse and challenging security threats in 2016, increasing consideration has been given to intelligence as a critical enabler to permit missions to operate safely and effectively. In line with the recommendations of the High-level Independent Panel on Peace Operations and guidance from the Security Council and the Special Committee, the Secretariat has continued to work to enhance the capacity of peacekeeping operations, where necessary, to gather, analyse and react to intelligence on threats to safety and security, civilians, or other mission mandates.

86. The MINUSMA All Source Information Fusion Unit has played a valuable role in this regard. In late 2015, an assessment exercise on the use of intelligence capabilities in MINUSMA informed the development of a new, more integrated and whole-of-mission structure for MINUSMA. Elsewhere, missions continued to make increasing use of technologies such as unmanned aerial systems, as well as information gathering through equally important patrols and local community engagement to enhance situational awareness.

87. Lessons from these and other initiatives have pointed to the need to strengthen the guidance framework around intelligence in peacekeeping operations. To that end, the Secretariat, in close consultation with Member States, has undertaken work to develop a policy on intelligence in United Nations peacekeeping operations. Consultations have provided opportunities to understand and address the priorities and the concerns of Member States, contributing to a policy that will articulate a consistent and principled approach firmly grounded in United Nations values, including on the confidentiality and the protection of sources; the establishment of a robust oversight regime; and an effective whole-of-mission approach. Once complete, the implementation of the policy will require the development of operational guidance for the activities of individual mission components, including guidance for both military and police components. These efforts are complemented by work to enhance information management and security across peacekeeping missions, including the roll-out in 2016 of mandatory information sensitivity training and the ongoing development of a privacy policy.

Technology and innovation

88. Efforts to enhance the use of technology in peacekeeping operations over the past year have centred on the Department of Peacekeeping Operations and the Department of Field Support strategy to implement the recommendations of the Expert Panel on Technology and Innovation. Innovative technological solutions have been deployed to the field, including in camp security, convoy protection, information collection, management and analysis to improve situational awareness

and support a common operational picture. Technology is now a strategic enabler in peacekeeping operations, enabling a response to high-priority strategic areas, including on the implementation of the Uniformed Capabilities Development Agenda, and the enhancement of information, analysis and intelligence capacities. To capitalize upon the expertise and the experience of Member States and other external actors, the Departments have continued to expand the Partnership for Technology in Peacekeeping, including a third annual Partnership Symposium, to be held in the Republic of Korea in November 2016.

89. The use of aerial technology systems continued to be expanded during 2016 to improve information gathering. Unmanned aerial systems are now in use in three peacekeeping missions and are being planned in several others. A wide range of unmanned aerial systems are being used, including short range mini-unmanned aerial systems, and long-range and endurance systems that operate throughout the mission area.

90. As requested by the Special Committee in paragraph 53 of its 2016 report (A/70/19), in September 2016 the Department of Peacekeeping Operations and the Department of Field Support undertook an assessment of the deployment of unmanned aerial systems in peacekeeping operations. A dedicated summary of the findings of this assessment is included in the response to paragraph 53 of the addendum to the report, the implementation matrix.

Rapid deployment

91. The case for rapidly deployable capability is incontestable. Following extensive engagement with a broad range of troop- and police-contributing countries, six have pledged more than 10 units to the rapidly deployable level of the Peacekeeping Capability Readiness System. Following successful assessment and advisory visits and subsequent discussions with the relevant troop- and police-contributing countries, a substantial number of units are being elevated to rapidly deployable level 3 of the Peacekeeping Capability Readiness System, which will help reduce the deployment timelines for those units.

92. Furthermore, a vanguard concept is being developed, which outlines the components of a stand-by peacekeeping formation. A number of elements are required to complement and help operationalize this concept, including, for example, a rapidly deployable integrated headquarters. While the concept for the integrated headquarters has not yet been finalized, a tabletop exercise on rapid deployment will be undertaken before the end of 2016 to further refine these concepts and identify gaps that need to be addressed.

93. Progress was also made in supporting the rapid deployment of civilian staff through the creation of the Rapid Response Section of the Field Personnel Division of the Department of Field Support in January 2016. The section serves as an early intervention entity with a mandate to provide dedicated support and surge capacity to missions during critical phases of their life cycle (start-up, transition, downsizing or crisis management) at short notice. Since its establishment, the Section has provided strategic support and advisory services to six missions. Additionally, the Department of Peacekeeping Operations Justice and Corrections Standing Capacity and Standing Police Capacity served various peacekeeping operations and deployed on short notice to provide short-term expertise and surge capacity.

Medical standards and capabilities

94. Operational challenges in Mali and elsewhere underscore the urgency of delivering on the United Nations duty of care towards its peacekeepers. The Secretariat has set up a medical steering committee to establish the foundations of a medical performance framework, which will apply to both civilian and military health-care capabilities. Outcomes included as part of this initiative include the establishment of a mechanism to define United Nations medical standards for basic first aid or buddy response/lifesaver response, first responders, casualty evacuation and United Nations Level 1, Level 2 and Level 3, in consultation with Member States. Once complete, these standards will be rolled out to ensure that they are adhered to by all United Nations medical facilities and troop-contributing countries providing medical facilities in the field. In the meantime, issue papers will be submitted for consideration by the contingency-owned equipment working group on meeting urgent gaps that have been identified in the capacities and services of United Nations medical facilities as described in the contingency-owned equipment manual.

95. Standardized basic first aid training is an essential factor in decreasing morbidity and mortality. The Secretariat will adapt existing training programmes for promulgation throughout peacekeeping and is seeking extrabudgetary resources to support the development and the promulgation of these materials.

96. During 2016, the Department of Field Support continued to implement and ensure medical evacuation capabilities 24-hours per day 7 days per week, prioritizing the most dangerous missions. These specialized services have been implemented through military airlift capabilities or commercially procured services, and have aimed to meet international standards of casualty evacuation. For that, host States must support requests for medical and casualty evacuation, including air space access. In that connection, the Department of Field Support continued to address mission-specific impediments to night flight operations for purposes of casualty evacuation. In some missions, the composition of air fleets and medical facilities was revisited to ensure that there were sufficient resources to meet emergency requirements. The Office for Peacekeeping Strategic Partnerships, as part of its reviews of peacekeeping operations, will continue to assess the adequacy of medical support arrangements with a view to enhancing peacekeeper safety and security.

97. Missions that experienced challenges in responding to medical emergencies and evacuating casualties owing to a lack of adequate infrastructures or to the security situation were provided Member State Aeromedical Evacuation and Search and Rescue aircraft capabilities, with specialized equipment, such as night vision and/or missile protection systems, to ensure that such operations could be conducted safely.

Aviation

98. Despite operating in extremely challenging environments, improved services were provided through efforts such as the optimization of available resources, including by sharing regional air assets, establishing stand-by charter agreements, using satellite tracking systems and the use of an aviation information management

system. The Department of Peacekeeping Operations/Department of Field Support Aviation Manual was revised and updated in 2016, and included a new chapter on unmanned aerial systems. The implementation of the information management system across all missions was completed in 2016, and a new board has been formed to monitor progress and provide strategic guidance to further information management systems development. Ensuring a sufficient level of all-weather airlift capacity 24-hours per day, 7 days per week in field missions often constitutes a prerequisite for missions' ability to concentrate assets in time and space in support of mandate implementation and crisis management.

C. Developing stronger field support arrangements

Strategic alignment and priorities

99. In 2016, the Department of Field Support continued the process of aligning its organizational vision, priorities, performance frameworks and management forums around client and stakeholder expectations. Following a multi-year strategic reform effort, the Department of Field Support will consolidate its processes, tools and systems in pursuit of operational excellence, and a business concept that stresses continuous improvement in the delivery of consistent, reliable and sustainable results. In a revised organizational mission statement, the Department has also reaffirmed its commitment to contribute to the success of international peace operations with rapid, effective, efficient and responsible solutions.

100. Going forward, the Department will continue to focus on a core set of long-term priority initiatives, including (i) improving supply chain management; (ii) strengthening environmental management; (iii) fostering technology and innovation in the field; (iv) enhancing measures to combat misconduct, including sexual exploitation; and (v) supporting field-orientated reform of business processes in the United Nations Secretariat, in collaboration with the Department of Management and Member States.

101. The Department of Field Support will also continue to support global United Nations reforms, such as the extension of shared services to all field missions through the Global Service Delivery Model, the realization of Umoja benefits and the implementation of the mobility initiative spearheaded by the Department of Management.

Mission support performance management

102. The Department of Field Support has further institutionalized its mechanisms for measuring client satisfaction with field support services. The fourth edition of its global client survey was completed in 2016. This annual survey for all civilian and uniformed personnel tracks satisfaction with services across all missions. It is part of the Department of Field Support commitment to rapid, effective, efficient and responsible service delivery. Since its inception in 2014, the survey has become a key tool for understanding client perceptions, identifying challenges and driving improvements. In 2016, 65 per cent of respondents expressed overall satisfaction with support services, 15 per cent held a neutral opinion and 20 per cent expressed dissatisfaction. With nearly 7,000 participants, the survey is one of the largest United Nations client feedback exercises.

103. The Department of Field Support has also realigned its internal management forums to better nurture continuous improvement. The Department of Field Support Directors' meetings now systematically examine performance in key business areas on a weekly basis, identify challenges and initiate action. During quarterly reviews, senior management similarly tracks progress in the implementation of priority initiatives. Twice a year, Department of Field Support management convenes a client advisory board — a first in the United Nations Secretariat — to gather feedback from senior military, police and civilian client representatives and to recalibrate performance measures and priority initiatives. In sum, these management processes are designed to ensure that performance is reviewed, challenges are identified and corrective action taken in a systematic manner.

104. Moving forward, the Department of Field Support will further enhance its approach to performance measurement. To foster progress, the support components of peacekeeping missions will begin to employ a common set of performance indicators. Building on the balanced scorecard approach, these indicators will track core elements of support performance across missions. Combined with context-specific measures, the common indicators will help nurture a shared understanding of progress, gaps and challenges among staff, clients and stakeholders.

Environmental management

105. The Department of Field Support established environmental management as a core priority in 2016, mirroring the General Assembly's emphasis in the report contained in document 70/19 and in General Assembly resolution 70/286. In 2016, the Department defined a three-pronged vision for its initiative, emphasizing a commitment to maximum efficiency in the use of natural resources; minimum environmental risk to people, communities and ecosystems; and a positive environmental impact, wherever possible. An environment section, reporting to the Under-Secretary-General, has been set up to provide strategic guidance in pursuit of the Department of Field Support environmental vision.

106. A six-year strategy has been developed, which sets out five pillars for the first three years of implementation: (i) energy: reducing energy consumption, increasing the share of renewable energy, reducing levels of pollution from energy production; (ii) water and wastewater: conserving water, and reducing the level of risk to personnel, communities and ecosystems from wastewater management practices; (iii) waste: improving waste management, and reducing risk levels; (iv) wider impact: increasing the focus on the wider environmental impact of deployments, and contributing to positive environmental legacies; and (v) environmental management system: introducing a management model for headquarters, service centres and missions that motivates and monitors environmental performance.

107. To support strategy implementation, the Department of Field Support is building partnerships and strengthening policies and standards. A three-year technical assistance partnership with the United Nations Environment Programme will augment strategic advice capacity and technical assistance to missions. The set of specific Department of Field Support environmental frameworks has been strengthened with the promulgation of a new waste management policy. The Department of Field Support environmental policy, which sets standards for peace operations, will be updated in 2017.

Supply chain management

108. Transitioning to a supply chain management approach is critical for more rapid, effective, efficient and responsible support to field missions. Supply chain management seeks to combine end-to-end processes with increased visibility to assure the delivery of the right commodities to the right locations at the right time for the right cost. In line with the Committee recommendation contained in the report of the Special Committee on Peacekeeping Operations (A/69/19), the Department of Field Support continued to strengthen the development and the implementation of the necessary strategy, policy, guidance and performance measurement frameworks.

109. The transition to supply chain management is a multi-year endeavour requiring significant transformation of the Organization's processes, structures and mindset. To support this transition, the Department of Field Support developed a supply chain management blueprint in 2016 with operational guidance on the implementation of the supply chain management vision and strategy approved in 2015. The blueprint defines specific supply chain business processes, solutions and enablers for the years ahead.

110. To catalyse new approaches, the Department of Field Support had initiated four short-term projects promoting longer-term transformation: (i) the acquisition planning project resulted in a consolidated acquisition plan combining the 2016/17 requirements of all field missions to help optimize global sourcing and delivery strategies; (ii) the centralized warehousing project delivered guidance to all missions on standardizing warehouse practices and improving inventory visibility; (iii) the review of International Commercial Terms provided a comprehensive overview of systems contracts, including their delivery terms and the points of origin of goods, to help to more effectively consider delivery cost during procurement and help establish a global freight contract; (iv) the East Africa Corridor pilot project will serve as proof of concept for an integrated end-to-end supply chain by testing joint planning, sourcing and delivery for selected commodities across six missions in East Africa.

IV. Safety and security

111. In 2016, the number of hostile incidents targeted against peacekeepers by belligerent forces increased significantly compared to the previous corresponding period (1 November 2014 to 31 October 2015). The number of targeted attacks increased from 97 to 186. The fatality figures increased from 26 to 38 and injuries reduced from 111 to 91. In MINUSMA, the number of asymmetric attacks and fatalities of peacekeepers due to malicious acts constituted approximately 50 per cent of all related statistics across peacekeeping missions. The number of targeted attacks reported is 85, with 29 fatalities and 58 injured. The causes are mainly due to improvised explosive devices and direct attacks, which constitute 68 per cent of incident numbers. In early 2016, some of the terrorist attacks in northern Mali were more lethal and devastating than ever before. New measures to protect our personnel, including to counter improvised explosive devices, have resulted in reduced fatalities proportional to the total number of attacks.

112. Recalling the Special Committee's long-standing interest in improved peacekeeper casualty reporting, NOTICIAS, a secure, web-based reporting and database system, was being developed by the United Nations High-level Independent Panel on Peace Operations with Member State assistance. This new initiative was undertaken in consultation with the Department of Field Support, and will allow missions to report casualty data directly into a central database. Key Headquarters staff will receive automatic notifications when missions enter casualty data into the system, resulting in improved, strategic-level awareness of circumstances involving United Nations casualties. A fully functional version of the NOTICIAS system is expected to be in place by the end of 2016. An important complement to this additional functionality was the United Nations Operations and Crisis Centre's ongoing efforts to update and expand the existing Department of Peacekeeping Operations/Department of Field Support standard operating procedures regarding NOTICIAS.

113. In terms of crisis management, a crisis management working group chaired by the United Nations Operations and Crisis Centre developed a United Nations system-wide crisis management policy that was endorsed by the Secretary-General in July 2016. The policy provides clarity on roles and responsibilities and articulates how United Nations actors should coordinate their efforts in response to situations that, owing to their magnitude, complexity or gravity of potential consequence, require a multidisciplinary response from relevant United Nations system entities. Updated crisis management standard operating procedures for the Department of Peacekeeping Operations and the Department of Field Support have followed this policy, which has helped to inform the Operations and Crisis Centre's ongoing development of a field crisis management training course. This pilot course will address a wide spectrum of crisis situations in field missions and, through the conduct of several exercises, will assist senior managers in the further development and implementation of field United Nations crisis management procedures.

114. In tandem with the crisis management efforts of the Secretariat, the Department of Peacekeeping Operations is addressing and improving holistic crisis preparedness, in a mission-specific setting, through the organizational resilience programme officer. The focus of the mission-specific crisis preparedness approach is to measure current readiness, identify areas for improvement and embed crisis preparedness principles. The approach will interface with each mission and build realistic and likely scenarios. The testing is done through active participation of mission senior leadership in simulation exercises, followed by interactive debriefing sessions and reports.

115. The current Department of Peacekeeping Operations/Department of Field Support Field Occupational Safety Risk Management policy and programme, covering civilian and police personnel, has proven to be effective, with a significant reduction in general occupational risk, work workplace-related fatalities and injuries among these occupational groups, with up to a 75 per cent incident reduction rate in some peacekeeping missions (UNMIL, the United Nations Truce Supervision Organization, UNOCI) over the past three years.

116. The Department of Peacekeeping Operations/Department of Field Support Field Occupational Safety Risk Management programmes, fully implemented in all peacekeeping missions, have been further enhanced to now incorporate a higher

level of core compliance requirements in order to both increase the level of occupational protection standards and reduce risk for peacekeeping civilian and police personnel.

117. Military peacekeeping personnel remained the occupational group exposed to the highest occupational safety risk, with the highest number of fatalities, injuries and incidents. Consideration is being given to military personnel being incorporated under the Department of Peacekeeping Operations/Department of Field Support Field Occupational Safety Risk Management policy by the end of 2016.

118. The Department of Peacekeeping Operations/Department of Field Support Field Occupational Safety Risk Management policy, with its safety risk management concept and methodology, was recently used by the United Nations Secretariat as a baseline reference model for the development of the United Nations occupational safety and health policy, which is anticipated to be approved by the Management Committee in September of 2016. The policy, once approved, will apply to the United Nations Secretariat to harmonize occupational safety and health risk management.

119. The Office for Peacekeeping Strategic Partnerships continued to make the safety and security of the field missions' uniformed components an integral part of mission reviews. Gaps observed in safety and security during reviews were promptly addressed to the mission leadership and reported to the Department of Peacekeeping Operations and the Department of Field Support leadership. The importance of planning and the need for information-led operations were continually noted during reviews. In addition, proper training, both predeployment and in-mission, adequate equipment and clear command and control arrangements were equally addressed as priorities for the safety and security of the peacekeepers.

120. UNMAS directly contributes to the safety and security of peacekeeping personnel by addressing explosive threats through its risk mitigation and clearance activities. As asymmetric attacks have increased, UNMAS has focused significant resources on mitigating the threat of improvised explosive devices, both in its operational response in missions and in its efforts to provide guidance and develop a coherent policy and strategic response by the United Nations. To mitigate the threat of improvised explosive devices, UNMAS, in coordination with the Office of Military Affairs, provided predeployment training to troop- and police-contributing countries that do not currently have that capacity. Guidelines were developed on improvised explosive device threat mitigation in mission settings to contribute to a system-wide approach to the threat. A lexicon, aimed at developing a common knowledge base on improvised explosive devices, has also been published and an online resource hub on improvised explosive devices was created.

121. The Department of Peacekeeping Operations has initiated a Member States working group to develop an improvised explosive device threat mitigation military and police Headquarters handbook and an explosive ordnance disposal/improvised explosive device disposal military unit manual. To support those efforts, UNMAS has sought to increase its specialized advisory capacity at Headquarters.

V. Conduct, discipline and accountability

A. Conduct and discipline

122. Considerable progress was made towards strengthening accountability and transparency. Conduct and discipline functions in field missions are now monitored more closely, with accountability enhanced by electronic quarterly and annual reporting tools, reflecting the implementation of the Department of Political Affairs/Department of Peacekeeping Operations/Department of Field Support policy on accountability for conduct and discipline in field missions and related accountability framework. The policy highlights roles, individual responsibility and accountability in implementing measures to prevent, respond and provide remedial actions for instances of misconduct, including for sexual exploitation and abuse, in field missions. Leadership at all levels remained important to set the tone and lead by example in demonstrating how seriously conduct and discipline is being viewed. Transparency was also enhanced, with more information being made available to the public on the conduct and discipline website, through more regular updates.

123. Advances were made in preventive efforts. With the expansion of United Nations misconduct vetting to include military contingent and formed police unit members in April 2016, all categories of personnel are now vetted for misconduct during prior service in United Nations peace operations. Member States also formally began certifying that they had no national record of prior misconduct among deploying personnel. As part of the proposals on special measures for protection from sexual exploitation and sexual abuse, a mandatory e-learning programme on sexual exploitation and abuse was developed and will be available by the end of 2016, in addition to core existing predeployment training and core induction materials. A Secretariat-wide communications strategy was issued to field missions to enhance outreach and awareness-raising.

124. Regarding the response to allegations of misconduct, annual quality assurance exercises continued to improve the handling of cases and to allow for reduction in systemic delays, taking a regular inventory of the status of open cases to ensure that required actions are taken in a timely manner. Furthermore, Member States continued to adopt best practice in addressing misconduct, investigations and follow-up actions.

125. Conduct and discipline teams continued to directly support senior managers of larger field missions and remotely support those in smaller missions in carrying out their functions. Regional conduct and discipline support arrangements are fully established for all peacekeeping missions. A continuous learning programme for conduct and discipline personnel in field missions was delivered, in order to further build conduct and discipline capacity.

126. Excluding allegations of sexual exploitation and abuse, between July 2015 and June 2016, a total of 712 misconduct allegations were received for all categories of personnel (150 category 1 and 562 category 2 matters).[1] The number of overall allegations has seen a slight increase in category 2 matters over the past year, with

[1] Updated data on allegations of sexual exploitation and abuse can be found on the website of the Conduct and Discipline Unit at https://cdu.unlb.org/Statistics/OverviewofStatistics.aspx.

category 1 matters remaining similar. In 2014-15, 669 allegations were received for all categories of personnel (147 category 1 and 522 category 2 matters). Fluctuations in the numbers of allegations can be expected, particularly when there are increases in the number of personnel deployed and with stronger complaint reception mechanisms being put in place.

127. There continues to be a strong level of response from Member States to requests for information and actions taken in matters referred for investigation and disciplinary actions at the national level with respect to substantiated cases of misconduct by military and police personnel. Between 1 January and 31 August 2016, 196 requests were sent to Member States for action related to allegations on all forms of misconduct, with a total of 164 responses received. Responses from Member States related to their intention to investigate matters, the results of investigations or the results of actions taken on substantiated allegations. This continued increase in the level of responses is significant in terms of the partnership that must exist between the United Nations and its Member States in order to ensure that all allegations are addressed fully and comprehensively.

128. The adoption by the General Assembly of resolution 70/286, on cross-cutting issues, reaffirms the commitment of Member States and the Organization to fully implement these initiatives and the United Nations policy of zero tolerance for sexual exploitation and sexual abuse. This commitment supports the robust programme of action set out in the last two reports to the General Assembly on special measures for the protection from sexual exploitation and sexual abuse (A/69/669 and A/70/729), which is being steadily implemented in United Nations peace operations. Advances made in that respect, as well as data specifically related to sexual exploitation and abuse for the 2016 calendar year and analysis of that data, will be provided in the next report on special measures for the protection from sexual exploitation and sexual abuse, to be issued in February 2017.

129. Inter-agency partnerships have been strengthened since the appointment, in March 2016 of the Special Coordinator on Improving United Nations Response to Sexual Exploitation and Abuse, in particular in drafting protocols and preparing standardized tools and guidance to enable a system-wide harmonized approach. Guidance on the implementation of Security Council resolution 2272 (2016) has also been developed, addressing sexual exploitation and abuse by United Nations peacekeepers. That guidance has been provided to the President of the Security Council.

B. Leadership and accountability

130. Both Departments continued to refine their tools for leadership landscape analysis and succession planning with a view to improving selection processes. Standard operating procedures for the selection and appointment of senior mission leaders were updated and are being implemented. A review of assessment tools was under way with a view to strengthening the merit-based selection process. Enhanced interdepartmental coordination and timely support to the appointment and on-boarding process allowed the Department of Peacekeeping Operations to maintain a stable and low vacancy rate among senior leadership positions in the field: 1 out of 34 positions was vacant as at September 2016. The duration of vacancies at heads

and deputy heads of mission level also continued to decrease. In the first half of 2016, 71 per cent of newly appointed heads or deputy heads of mission assumed their functions within seven days of their successor's departure, compared to 37 per cent in 2015.

131. Efforts have continued to ensure that newly appointed senior leaders are equipped with the skill set needed to execute multidimensional mandates. Revised guidelines for comprehensive in-briefings were updated. The leadership partnering initiative, launched in November 2014 by the Department of Field Support, continued to expand with positive feedback from participating senior leaders.

VI. Observations

132. At this time of transition of the Organization, it is an opportune moment to take stock of United Nations peacekeeping today and progress made over the past 10 years. As the present report demonstrates, clear strides have been made in adapting United Nations peacekeeping to contemporary conflicts. A range of ambitious initiatives aimed at strengthening performance and capabilities has laid the groundwork for a more deliberate and systematic approach to the preparation and management of peacekeeping operations. The impact of some of these initiatives is visible in the decline in the number of attacks against peacekeepers in Mali that resulted in casualties. Member State engagement and a series of high-level events have galvanized support, across regions, for a modern and progressive vision of peacekeeping, which is a common endeavour.

133. These efforts are a work in progress. The strategic and requirement-based approach to force generation initiated at the 2015 Leaders' Summit on Peacekeeping must continue to be institutionalized, with a view to enhancing the operational readiness, the capabilities and the performance of the military, police and, increasingly, civilian components of United Nations peacekeeping operations. This moment should be built on to address the most pressing challenges related to the protection of civilians, effective cooperation with host States and the role of peacekeeping in supporting political settlements.

134. United Nations peacekeeping operations are yet to realize their full potential with regard to the protection of civilians in conflict. While significant progress in policy and guidance development is being made to better inform and prepare mission leaders and personnel to undertake protection tasks, it is not enough. Troops and police must demonstrate leadership and the will to protect. The failure to follow orders, hidden caveats and the sudden withdrawal of personnel when they are most needed undermine the standing of the Organization and the nations it represents. Protection must be more systematically integrated into political strategies to end conflict. A collective effort is required to ensure mission-wide protection strategies, which go well beyond the use of force, are routinely designed and implemented.

135. A similar effort is required to preserve the international unity on which effective peacekeeping rests. A strong partnership between the Security Council, host State authorities, regional stakeholders, troop- and police-contributing countries, civil society, the United Nations system and international financial institutions founded on shared objectives and priorities and sustained through

regular dialogue and engagement is key to enhancing the impact of United Nations peacekeeping operations.

136. In the near term, the peacekeeping environment will remain volatile and place the system under strain. Strengthening the agility, the flexibility and the responsiveness of peacekeeping is fundamental for it to remain a viable tool for the maintenance of international peace and security. The future of peacekeeping lies in its ability to re-interpret core mandate tasks, use rapidly deployable expertise and be agile enough to shift posture as the situation on the ground evolves. The focus on performance should go beyond uniformed capabilities to encompass civilian performance, under a broad and overarching framework for evaluating peacekeeping impact. That cannot be done without a re-examination of the management architecture for peacekeeping, including legislative and Secretariat structures.

137. It is my hope that the Special Committee for Peacekeeping Operations will be able to rise to the challenge of providing timely, forward-looking and substantive guidance on policy and cross-cutting issues to the Secretariat as it seeks to chart a new direction for peacekeeping. United Nations peacekeeping remains an essential tool, one that has transformed the lives of countless children, women and men scarred by conflict. It is made stronger when an honest and genuine dialogue on peacekeeping challenges takes place between the General Assembly, the Security Council and the Secretariat. The Special Committee plays a key role in fostering such a dialogue. I hope that it will be able to continue doing so with dynamism and openness.

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Implementation of the recommendations of the Special Committee on Peacekeeping Operations

Report of the Secretary-General

Addendum

Summary

Pursuant to the request of the Special Committee on Peacekeeping Operations (see A/61/19/Rev.1, para. 232), the matrix contained in the present report provides an overview of the status of the recommendations contained in the report of the Special Committee on its 2016 substantive session (A/70/19). The matrix is supplemental to the report of the Secretary-General (A/71/587). A summary of each recommendation is given, as well as reference to the number of relevant paragraphs in the report of the Special Committee.

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	I. Introduction
21	The Department of Peacekeeping Operations and the Department of Field Support have initiated discussions with the Department of Management. An interdepartmental project team will be tasked with determining the appropriate location, design, cost and implementation process. The construction of the memorial will likely require a procurement exercise in line with the Financial Regulations and Rules of the United Nations. Construction will begin once funding for the memorial is secured from donors and the necessary procurement process is completed.
25	An informal briefing will be provided to the Special Committee at the start of its substantive session in 2017.
	II. Restructuring of peacekeeping
33	Following the merger of the Asia and Middle East Division with the Europe and Latin America Division to form the new Asia, Middle East, Europe and Latin America Division in the Office of Operations of the Department of Peacekeeping Operations in 2015, the new configuration was fully responsive to operational imperatives in 2016. A review of the allocation of resources will be undertaken following the closure of the United Nations Operation in Côte d'Ivoire (UNOCI).
37	The Public Affairs Section of the Department of Peacekeeping Operations and the Department of Field Support is developing a Department-wide strategic communications plan with regard to restructuring peacekeeping, in consultation with all lead offices.
	III. Safety and security
44	A notification-of-casualty incident information system is currently in place between missions and Headquarters and includes provisions for immediately notifying the permanent missions concerned and other reporting and response timelines. The process is currently paper-based and suboptimal for the consistent recording, collation and reporting of casualty information across all missions in a manner that facilitates systematic verification, retention and statistical analysis. As such, the urgent need for the replacement of the system with a digitized notification-of-casualty system was identified as the highest priority technological initiative by the Information Management Committee of Department of Peacekeeping Operations and the Department of Field Support in 2015. A proposal to develop such a system that would communicate securely with the analytics suite used by the Departments was included in the budget of the support account for peacekeeping operations for 2016/17 and approved by the General Assembly in its resolution 70/287. The development of the system is under way, under the leadership of the United Nations Operations and Crisis Centre.
47	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
49	Operational doctrine for uniformed components, including military standards such as the United Nations Infantry Battalion Manual and the policies and guidelines developed by the Police Division as a part of the Strategic Guidance Framework for International Police Peacekeeping, is continually developed and updated. Both provide the respective heads of components with comprehensive guidance on safety and security measures. For military components, the 2016 operational readiness assurance and performance improvement policy will help to ensure that military units are prepared to operate

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	effectively in full compliance with the guidance contained in the above-mentioned documents. The revised policy of the Department of Peacekeeping Operations and the Department of Field Support on formed police units will be completed by the end of 2016 on the basis of lessons learned and in close consultation with Member States. One of the key tasks of formed police units is to ensure the safety and security of United Nations personnel and missions, primarily in public-order management. With regard to the specific safety and security threats posed by improvised explosive devices, in 2016, the Mine Action Service of the United Nations promulgated guidelines on mitigating the threat of improvised explosive devices in mission settings, which provided a common lexicon and knowledge base on improvised explosive devices. In addition to providing operational guidance, the guidelines will increase awareness among United Nations personnel and troop- and police-contributing countries and inform current and future operations.
49	Information on the work of the Office for the Peacekeeping Strategic Partnership is included in the report of the Secretary-General (A/71/587).
50	In 2016, the Mine Action Service of the United Nations coordinated the elaboration of the Department of Peacekeeping Operations and Department of Field Support guidelines on mitigating the threat of improvised explosive devices in mission settings and published a lexicon on improvised explosive devices. The Service is also developing standards for peace operations on the disposal of improvised explosive devices. Two working groups consisting of experts nominated by Member States have been established for the development of a handbook for use at military and police headquarters on mitigating the threat of improvised explosive devices and a manual for military units on the disposal of explosive ordnance and the disposal of improvised explosive devices. Work is ongoing through electronic platforms. Workshops have been organized for September and November. The working groups are expected to submit their final drafts at the end of 2016 and in March 2017, respectively.
52	The Department of Peacekeeping Operations and Department of Field Support strategy for implementing the recommendations of the Expert Panel on Technology and Innovation in United Nations Peacekeeping includes measures to increasingly place responsibility for the implementation of technological solutions in the field with substantive offices in order to ensure that they are integrated effectively into mission operations and existing standards and tools for civilian and uniformed personnel. As part of those efforts, new technologies will be included in issues papers submitted to the working group on contingent-owned equipment in 2017. In 2016, the Departments promulgated a compulsory training programme for all staff on information sensitivity, classification and handling. The forthcoming policy on intelligence in United Nations peacekeeping operations includes strengthened provisions for the handling of sensitive information in a manner that ensures effective security, confidentiality and sharing.
53	The Department of Peacekeeping Operations and Department of Field Support strategy to implement the recommendations of the Expert Panel on Technology and Innovation in United Nations Peacekeeping strengthens the partnership for technology in peacekeeping, a platform for collaboration between the Secretariat and Member States on the identification, development and deployment of new technologies to peacekeeping operations. The Secretariat will consult closely with Member States as it develops the forthcoming field technology framework of the Departments.
53	In September 2016, the Department of Peacekeeping Operations and the Department of Field Support undertook an assessment of the deployment of unarmed unmanned aerial systems in United Nations peacekeeping operations. The United Nations Multidimensional Integrated Stabilization Mission

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	in Mali (MINUSMA) and the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO), the two missions operating unarmed unmanned aerial systems airframes at the time of the assessment, were consulted in order to identify best practices and lessons learned on the impact of the systems on the safe and effective implementation of mandates, the implications of the use of such systems for mission operations, arrangements for the processing and handling of data and the administrative management of the systems. Both missions identified the use of unarmed unmanned aerial systems, including both manned and unmanned aerial assets, as an important component of mission intelligence, surveillance and reconnaissance capacities to deliver situational awareness. It was reported that unarmed unmanned aerial systems were invaluable for verifying, corroborating and confirming information from other sources with a high degree of accuracy, in particular in volatile and dangerous areas. Unarmed unmanned aerial systems also proved useful in the early detection of threats against the mission, notably by providing an aerial deterrence effect, and in the surveillance of mission movements and ongoing operations, known as "blue force tracking", as well as in the detection of threats against civilians through the monitoring of the activities of armed groups. MINUSMA noted that unarmed unmanned aerial systems were useful in monitoring intercommunal tensions to provide primary assessments to inform the mission's good offices efforts. The mission reported that tactical, line of sight-operated unarmed unmanned aerial systems had proved highly useful to the small number of units that possessed them and recommended that the use of such tools be extended to infantry battalions. The missions reported that the operation of unarmed unmanned aerial systems, in particular operational and strategic-level systems, had required significant adjustments in operational planning and field support arrangements. In addition to significant logistical requirements, weather and maintenance requirements, in particular for systems used in extreme environmental conditions, had an impact on the efficiency and effectiveness of the tools. Administrative and operational command and control arrangements for the management and tasking of the systems were found to be adequate, with unarmed unmanned aerial systems cells established in the U-2 branches of both forces for the management of United Nations-owned assets. The arrangements were not fully understood by the civilian and police components, however, pointing to the need for further sensitization of potential clients and closer integration into coordinated information collection activities under mission-wide intelligence management structures. Regarding the handling of data, both missions reported that policies and procedures had been put in place to ensure the secure handling and storage of data collected by unarmed unmanned aerial systems. As the types of unarmed unmanned aerial systems used by missions change and the policy framework in those areas develops, policies and procedures are continually revised to ensure the most efficient, secure and responsible use of the systems. Moreover, missions and Headquarters are endeavouring to standardize the parameters for the operation of all intelligence, surveillance, monitoring and reconnaissance tools in peacekeeping operations, in particular in cases where unarmed unmanned aerial systems are provided as part of a Member State's uniformed contribution to an operation. Overarching guidance in that regard will be reflected in the forthcoming policy on intelligence in United Nations peacekeeping operations, to be followed by more detailed operational guidance.
55	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.

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56	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
57	The Department of Safety and Security has formed the United Nations Secretariat Safety and Security Integration Project, which includes a project team, a governance structure consisting of a principal-level steering group and a director-level working group and various consultation mechanisms with stakeholders at Headquarters and in the field. Work is ongoing through three primary streams, namely, management (legal authority for integration), human resources (contract modalities for integration) and finance (funding models to support the initiative). The Department expects the project to be completed at the end of 2017, in time for the launch of the Internal Security and Safety Network (SAFETYNET) as part of the Secretariat's managed mobility system.
58	The Department of Peacekeeping Operations, in particular the Office of Military Affairs, the Police Division and the integrated operational teams in the Office of Operations, holds regular informal consultations with the troop- and police-contributing countries concerned and makes every effort to respond to any enquiry made by Member States. In cases in which sudden changes in the operational environment negatively affect operational effectiveness or result in serious injury to or the death of United Nations peacekeeping personnel, the Department proactively engages with the troop- and police-contributing countries concerned to inform them of the situation on the ground, including through emergency meetings with those countries and meetings between senior representatives of the permanent missions and the senior official of the Department. Please also refer to the response to paragraph 44, above.
58	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
59	Cooperation between the Security Council, troop- and police-contributing countries and the Secretariat on mandates, capabilities and performance issues continued to expand through a number of formulas. The Secretariat routinely conducted consultations prior to and following all significant mission reviews or assessments, whether mandated by the Security Council or not. Troop- and police-contributing countries were also briefed on contingency plans for possible peacekeeping deployments. Summits or ministerial level meetings and other political level engagements were held to ensure a shared understanding between the Secretariat and Member States on pressing capabilities gaps and to identify new contributors. Please also refer to the response to paragraph 264, below.
59	The establishment of temporary operating bases is dictated by the operational environment and the evolution of threats. Improving mobility in the field remains an objective to allow for peacekeeping missions to adapt to operational needs. In that context, force protection remains an enduring objective. The Office of Military Affairs plans the deployment of temporary operating bases for a maximum period of time according to United Nations doctrine (platoon, 15 days; company, 30 days) and prepares statements of unit requirements accordingly. When forces from troop-contributing countries arrive in theatre and are deployed in more locations or for a longer period of time than originally planned by the Office, the levels of force protection and self-sustainment are determined by the mission on the basis of a detailed threat analysis. The need for permanent facilities is determined on the basis of criticality to mandate implementation and is also influenced by budget considerations.

Para. in A/70/19	
60	Implementation of the human rights due diligence policy has been standard practice in peacekeeping operations that regularly provide support to non-United Nations security forces.
61	In 2016, a system-wide crisis management policy was developed and endorsed by the Secretary-General. The United Nations Operations and Crisis Centre is in the process of coordinating a review and update of the subordinate crisis management standard operating procedures for the Department of Peacekeeping Operations and the Department of Field Support.
62	Work is in progress to include uniformed personnel in the field occupational safety policies. Please also refer to the section on safety and security in the report of the Secretary-General (see A/71/587, sect. IV).
64	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
	IV. Conduct and discipline
73	The accountability framework on conduct and discipline for field missions has bee.. enhanced with electronic quarterly and annual reporting tools, reflecting the implementation of the policy on accountability for conduct and discipline in field missions.
74	The response to this request is included in the section on conduct and discipline in the report of the Secretary-General (see A/71/587, sect. V).
76	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
78	The robust programme of action set out in the previous two reports of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse (A/69/779 and A/70/729), with wide-ranging initiatives covering prevention, response and victim assistance, is being steadily implemented in peacekeeping and special political missions. In addition, in its resolution 70/286, the General Assembly reaffirmed the commitment of Member States and the Organization to fully implementing those initiatives and the United Nations policy of zero tolerance of sexual exploitation and sexual abuse. A full update will be provided in the next report of the Secretary-General on special measures, and an informal briefing to the Special Committee will be provided prior to its substantive session in 2017.
79	All peacekeeping missions have community-based complaint reception mechanisms or referral pathways in place to ensure that members of the local community are able to file complaints, for review and follow-up investigations as required, and receive assistance and support, as required. The mechanisms were established in accordance with a framework shared with peacekeeping missions in 2015 and again in January 2016. Updates from all missions on the functioning of their mechanisms or referral pathways will be provided by the end of 2016 and included in the next report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse, in February 2017. An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
80	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.

V. Strengthening operational capacity

87 An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.

89 All 11 United Nations Military Unit Manuals have been promulgated, and five regional seminars have been held with Member States to identify strategies to implement and institutionalize the new standards. The Integrated Training Service is now developing specialized training materials for each of the Manuals. The operational readiness assurance and performance improvement policy of the Department of Peacekeeping Operations and the Department of Field Support, which was finalized in 2016, provides the framework for the certification of the readiness of military units under the above-mentioned standards, including whether they have undergone standard predeployment training, conduct and discipline training and human rights screening. The policy is complemented by guidance on processes for the evaluation of the performance of units by force commanders and the performance of force headquarters.

90 The Security Council is regularly briefed on capability implications stemming from proposed adjustments to mission mandates. The views of troop- and police-contributing Member States are consulted as a matter of standard practice as part of strategic and technical reviews and assessments, informing key elements of planning documents based on adjusted mandates, as issued by the Security Council.

91 The process of reviewing the policy and guidelines on joint operations centres has begun and is expected to be completed in 2017. The process, in addition to other initiatives related to information management in peacekeeping operations, will address the flow of information into and through joint operations centres and joint mission analysis centres. An informal briefing covering joint operations centres and joint mission analysis centres will be provided to the Special Committee prior to its substantive session in 2017.

92 The Department of Peacekeeping Operations and the Department of Field Support have initiated a review of the policy on authority, command and control in United Nations peacekeeping operations. The process will include a review of issues related to authority and responsibility between mission components, including those affecting the command and control of military enabling assets.

92 As recommended by the High-level Independent Panel on Peace Operations, the Department of Peacekeeping Operations and the Department of Field Support have developed a concept for a vanguard force that defines the constitutive modules of a standing integrated brigade-sized force, with complementary civilian and police components, that could be deployed by the United Nations. The process is complemented by the development of concepts and the establishment of the support arrangements necessary for a rapidly deployable mission headquarters. Both initiatives are supported by the newly established Peacekeeping Capability Readiness System, through which the constituent elements of those entities are to be recorded.

93 By empowering end users and substantive offices in the design, development and implementation of new technology solutions for peacekeeping operations, the Department of Peacekeeping Operations and Department of Field Support strategy for implementing the recommendations of the Expert Panel on Technology and Innovation in United Nations Peacekeeping aims at ensuring a demand-driven approach to strategic technologies in peacekeeping operations that takes into account the technical and training

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	aspects of implementation. That approach will be reflected in the forthcoming field technology framework of the Departments.
94	The external review of the functions, structure and capacity of the Police Division contained recommendations in five broad categories: (a) recruitment; (b) accountability and performance, including with regard to formed police units; (c) structural changes, post establishments and post relocations; (d) planning, partnerships, policy and knowledge management; and (e) the implementation of (a) through (d). The forthcoming report on United Nations policing will contain further information on those recommendations. The Police Division has begun implementing some of the recommendations for enhancing the capabilities and overall performance of police components and briefed the Special Committee on 3 October 2016.
97	Please refer to the response to paragraph 92, above.
98	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
99	A new paper on uniformed capability requirements was prepared for the ministerial meeting on peacekeeping held in London on 8 September 2016. It clarifies current and emerging needs for Member States, and they should consult the paper when making decisions about their contributions to the Peacekeeping Capability Readiness System. The Strategic Force Generation and Capability Planning Cell issued two updates to the paper on uniformed capability requirements in 2016 and will further update the paper in January and May 2017. The Planning Cell will periodically provide briefings on existing gaps, the impact of gaps, and support to the Office of Military Affairs, the Office of Operations and the Department of Field Support.
100	An informal briefing and a progress report on the Peacekeeping Capability Readiness System will be provided to the Special Committee prior to its substantive session in 2017.
101	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
103	In line with the Financial Regulations and Rules of the United Nations, all field missions regularly and systematically conduct inspections and verifications of all United Nations-owned equipment.
107	Following the adoption of the Department of Peacekeeping Operations and Department of Field Support policy on United Nations police in peacekeeping operations and special political missions, in 2014, and the guidelines on police capacity-building and development, on police command and on police operations, in 2015, the Police Division is working towards finalizing the guidelines on police administration by the end of 2016. On the basis of the results of a survey on the guidance gaps and priorities of missions, the Police Division, in conjunction with Member State doctrinal development groups, is developing manuals on community-oriented policing, intelligence-led policing, operational planning, integrated border management, monitoring, mentoring and advising and donor coordination and fund management.
108	The Police Division has developed three standard operating procedures that are compliant with the Strategic Guidance Framework for International Police Peacekeeping. The policy on formed police units and the standard operating procedures for assessing individual police officers and formed police units are currently under review. The external review of the Police Division has assessed staffing and gaps in

	the Division. The Special Committee was briefed on the findings and recommendations of the review on 3 October 2016.
108	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
108	The Secretariat regularly engages with troop- and police-contributing countries during the planning processes that take place throughout the life cycle of a mission, such as the holding of a formal meeting with the countries prior to mandate renewal. When conducting strategic reviews of missions, the Department of Peacekeeping Operations and the Department of Field Support consult with the relevant troop- and police-contributing countries in order to incorporate their advice into the planning process. The Departments also share relevant information that has an impact on deployment, the concept of operations, command and control structure and the rules of engagement with the contributors in order for them to prepare for the new and/or changed requirements.
109	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
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111	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
112	The policy on United Nations police in peacekeeping operations and special political missions and the guidelines on police operations provide guidance on community-oriented and intelligence-led policing. The Police Division is working towards further coherence through the development of the above-referenced subsidiary manuals, including on community-oriented and intelligence-led policing.
113	A detailed response to this request is included in the report of the Secretary-General (see A/71/587, sect. II.C).
114	The standardized training curriculum for United Nations police officers on investigating and preventing sexual and gender-based violence is being finalized by the Police Division in alignment with the module on sexual and gender-based violence in the gender toolkit for United Nations police officers, which was updated in 2015. Train-the-trainer courses, organized by the Integrated Training Service and delivered to trainers from Member States and United Nations missions, facilitate the dissemination of standardized training curriculum to United Nations police officers. In January 2016, the Service, together with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), delivered a train-the-trainer course to police trainers on the protection of civilians, sexual and gender-based violence, conflict-related sexual violence and sexual exploitation and abuse, in India. Another train-the-trainer course on the same subjects is planned for November 2016, to be delivered to police trainers for formed police units. Details on the curriculum will be provided during an informal briefing to the Special Committee prior to its substantive session in 2017.
115	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.

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116	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
	VI. Strategies for complex peacekeeping operations
120	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
131	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
133	For lessons learned, the Public Affairs Section has consulted with the Policy, Evaluation and Training Division regarding options for the review of strategic communications, which should be further developed during the 2017/18 cycle.
145	An informal briefing will be provided to the Special Committee prior to its substantive session in 2016.
152	An informal briefing will be provided to the Special Committee prior to its substantive session in 2016.
154	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
157	Through the roll out and implementation of the United Nations mission transition policy, the United Nations approach on transitions has undergone a significant shift away from a narrow focus on mission disengagement and towards a more comprehensive reconfiguration of the entire United Nations presence in line with residual challenges on the ground. Experience has shown that successful and sustainable transitions require integrated assessments and planning, a forward-looking and needs-driven approach, joint communication efforts and concerted efforts to sustain political and financial engagement throughout the transition process and beyond. Ensuring that United Nations country team actors who remain on the ground beyond the departure of missions have the means to sustain and build upon previous gains is one of the most critical roles of Member States in transition processes.
159	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
160	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
165	The Disarmament, Demobilization and Reintegration Section provided a comprehensive briefing when the request was first made. Since then, the United Nations University publication *United Nations Disarmament, Demobilization and Reintegration in an Era of Violent Extremism: Is it Fit for Purpose?* was commissioned by the Department of Peacekeeping Operations. On the basis of that publication, the Department is re-examining its disarmament, demobilization and reintegration activities undertaken in asymmetric environments. To address the full range of issues indicated in the request, the Section and the University developed a series of modular proposals, which were presented to Member States. Part of the efforts undertaken in 2016 has been advancing a communications strategy that better explains the role of disarmament, demobilization and reintegration in contemporary peace operations. A report on the subject could contribute to strengthening communication to Member States.

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181	In 2016, the Security Sector Reform Unit and the inter-agency security sector reform task force, under the lead of the United Nations Office on Drugs and Crime, completed an integrated technical guidance note on security sector reform and transnational organized crime and an integrated technical guidance note on the monitoring and evaluation of security sector reform. In the area of defence sector reform, the Unit, in close cooperation with the Office of Military Affairs, has initiated a review of the Department of Peacekeeping Operations and Department of Field Support policy on defence sector reform in order to better capture the guidance contained in Security Council resolution 2151 (2014).
184	Experts from the United Nations roster of security sector reform experts have been providing highly specialized civilian expertise to peacekeeping missions for the past seven years. Recently, experts were deployed to the Central African Republic and Burkina Faso to bolster political peace processes through the development of national security strategies. Having taken into consideration the dramatic increase in demand for such expertise, the Security Sector Reform Unit is currently engaging with Member States and other partners to identify ways to enhance its capacity to deploy security sector reform experts in a timely manner.
192	An assessment and review of the work and impact of the Criminal Law and Judicial Advisory Service and of the Justice and Corrections Standing Capacity was submitted to the Special Committee in January 2016.
194	A handbook for corrections officers is being developed with the support of Member States and in consultation with the Group of Friends of Corrections in Peace Operations. The handbook will supplement the existing Department of Peacekeeping Operations predeployment training programme delivered to United Nations corrections officers. The handbook will serve as a field reference guide for all United Nations corrections personnel to assist in their engagement with national prison services and on focusing their interventions on mandated priorities in line with the Department of Peacekeeping Operations and Department of Field Support policy on prison support in United Nations peace operations. The handbook will be made available in English and French.
197	The Justice and Corrections Service of the Office of Rule of Law and Security Institutions of the Department of Peacekeeping Operations continues to explore new partnerships and is developing an e-training programme for judicial affairs officers and corrections officers on the basis of the Department of Peacekeeping Operations and Department of Field Support policy on justice support in peace operations, 2016, the Department of Peacekeeping Operations instructor's manual for rule of law training for judicial affairs officers and the Department's handbook for judicial affairs officers. The Service, with support from Member States and in partnership with members of the Group of Friends of Corrections in Peace Operations, continues to deliver predeployment training to corrections officers. The course prepares professional and Government-provided corrections officers from contributing Member States for deployment to peace operations. It has recently been expanded to include specialized training for missions with specific corrections needs, such as on basic security and operations training for holding facilities in the United Nations Mission in South Sudan (UNMISS) and on the management of high-risk prisoners for enhanced mentoring and advising in the United Nations Multidimensional Integrated Stabilization Mission in Central African Republic (MINUSCA). The course materials will be updated in 2017.
200	A review of the United Nations Rule of Law Indicators project was completed in 2015. Most recently, the tool was adapted to the local context through a nationally led process and implemented jointly by the United Nations Development Programme and the United Nations Assistance Mission in

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	Afghanistan. A study on lessons learned was undertaken regarding how that approach could be adapted to other conflict settings.
201	The Department of Peacekeeping Operations and Department of Field Support policy on justice support in United Nations peace operations was revised and approved in July 2016. The Departments' policy on prison support in United Nations peace operations was revised and approved in September 2015 by the Justice and Corrections Service. Both policies provide judicial affairs officers, rule of law officers and corrections officers serving in mission settings and at Headquarters with comprehensive guidance on the provision of support to national authorities to restore or establish courts and prisons in host countries where peace operations are present. As indicated in the policies, such support from the United Nations must be tailored to the specific context of the country concerned on the basis of the principles of national ownership and leadership.
204	The annual report on the implementation of the forward-looking strategy on gender, 2014-2018, is being drafted and will be finalized at the end of 2016, where it will be shared with the senior management and missions of the Department of Peacekeeping Operations and the Department of Field Support. The report will also be provided to the Special Committee.
205	Strategic reviews of UNOCI, MINUSMA, MINUSCA and the United Nations Mission in Liberia (UNMIL) have included a gender perspective. Specific recommendations were made in the follow-up reports on strengthening mission mandates and the inclusion of references to gender. Increased focus was also given to the inclusion of gender-disaggregated data in the reports of the Secretary-General to the Security Council. The Department of Peacekeeping Operations is developing a training course on gendered conflict analysis and reporting, which will be offered to all personnel in the Office of Operations of the Department and to planning officers at Headquarters and in missions. The placement of gender advisers in the offices of the Special Representatives of the Secretary-General in the field and of the chiefs of staff at Headquarters has allowed for more enhanced support on gender issues in missions and is reflected in the greater attention being paid to gender in briefings and reports received from peacekeeping missions. The Department's strategy on gender will be revised in 2017 to include more emphasis on planning and gendered conflict analysis.
206	The "open days" continue to be conducted in all multi-dimensional missions by the Department of Peacekeeping Operations. An evaluation of the progress made since 2010 is being undertaken by the Gender Unit of the Department of Peacekeeping Operations and the Department of Field Support at Headquarters. The open days have led to a number of spin-off initiatives in peacekeeping missions that support the implementation of the women and peace and security mandate. At Headquarters, the Gender Unit is conducting similar open days every quarter with the Departments' management and women's civil society groups to discuss challenges and progress relating to the women and peace and security mandate.
207	Gender focal points have been provided with gender-related training to enhance their ability to deliver their mandates. The focal points meet monthly at Headquarters and in the field and are offered ongoing training on gender reporting and analysis.
210	A key theme of the ministerial meeting on peacekeeping held in 2016 was the increasing number of women in uniform. The Office of Military Affairs introduced a new strategy, that 15 per cent of military observer and staff officer roles should be filled by women officers by the end of 2017. Please also refer to the response to paragraph 113, above.

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211	The Department of Peacekeeping Operations and UN-Women continue to work together on women and peace and security issues and have collaborated on two projects: (a) the analysis of three peacekeeping mission budgets as part of a pilot project to assess the percentage of funding that contributes to gender mainstreaming; and (b) a project on mission transitions, with a focus on the transitioning of tasks relating to women and peace and security in the drawdown to United Nations country teams, to guarantee that gender gains are not lost in the eventual handover. The Department also participates in the Standing Committee on Women, Peace and Security and other initiatives led by UN-Women. The Office of Military Affairs meets informally with UN-Women staff and responds to their enquiries regarding the deployment of women officers.
214	From 1 July 2015 to 30 June 2016, three of the seven mobile training teams deployed by the Integrated Training Service to Member States delivered the core predeployment training materials, which include gender mainstreaming in peacekeeping operations. As at February 2016, mandatory training for all staff in the Department of Peacekeeping Operations and the Department of Field Support includes the in-house gender mainstreaming training course and the online "I know gender" training course. Both training courses cover generic gender issues. In the field, the mandatory induction training for all peacekeeping personnel, including military, police, international and national civilian staff and United Nations Volunteers, upon arrival includes the topic of integrating gender into peacekeeping operations. At all missions, specialized training relating to gender issues is also delivered on specific areas of focus, such as sexual and gender-based violence and conflict-related sexual violence, for different functions, such as gender advisers and gender focal points, and specific to the categories of personnel, whether civilian, police or military. There is also specialized gender-related training for mission leadership. A one-day stand-alone training course on gender conflict analysis and reporting, which will improve consistency across police and military gender focal points, is currently in development and due for validation by November 2016. Specialized training materials on the integration of gender into tactical-level military tasks are targeted for validation in 2016. A training module targeting military gender advisers and gender focal points is currently in development.
215	United Nations training materials, such as the gender toolkit for United Nations police officers, are available online at the Peacekeeping Resource Hub and through the community of practice. E-learning courses have been developed by the Integrated Training Service. They are available on the United Nations System Staff College portal and include the induction training module on integrating gender into peacekeeping operations. The Police Division will be collaborating with the Service to convert the standardized training curriculum for United Nations police officers on investigating and preventing sexual and gender-based violence into an e-learning format as part of its finalization. The Office of Military Affairs is developing the specialized training materials on the integration of gender perspectives into military tasks at the tactical level and has engaged with regional peacekeeping training institutes in order to evaluate their online training resources. The Integrated Training Service deploys mobile training teams and delivers train-the-trainer courses to disseminate United Nations training materials and assist troop- and police-contributing countries in meeting training requirements in key areas of mandate implementation, including gender mainstreaming.
216	All mission reports and other related documentation, as well as thematic reports on the protection of civilians, the protection of women, and gender, include specific references to the protection of women and girls from conflict-related sexual violence. Two annual reports of the Secretary-General address sexual violence in conflict and women and peace and security issues, highlighting the work conducted on the protection of women from violence in all situations of concern and peacekeeping operations.

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	Since 2015, gender considerations have been taken into account in the strategic reviews of missions, and the Gender Unit has provided training as part of the conflict analysis training curricula of the Department of Peacekeeping Operations and the Department of Political Affairs. Gender advisers in the field and at Headquarters contribute to many planning processes, especially with regard to strategic assessment missions and technical assessment missions. Gender is mainstreamed in the standard operating procedures, the evaluation of force headquarters in peacekeeping operations and the operational readiness assurance and performance improvement policy, issued during the reporting period. Gender is also incorporated into other military policy and doctrine documents currently under development by the Office of Military Affairs. In addition, gender is integrated in operational staff work such as concept of operations documents, and the Office of Military Affairs staff members have undergone in-house training on gender during the reporting period. A one-day stand-alone training course on gender conflict analysis and reporting, which will improve consistency across police and military gender focal points, is currently in development and due for validation by November 2016.
217	Peacekeeping operations addressing conflict-related sexual violence transmit quarterly and annual reports, the substance of which is systematically reflected in country-specific reports and the annual report on conflict-related sexual violence of the Secretary-General, which elaborate on the context, trends and patterns and measures taken to prevent and respond effectively. Monitoring, analysis and reporting arrangements on conflict-related sexual violence are operationalized in six peacekeeping operations, contributing to comprehensive analysis, coherent reporting, effective information-sharing and credible operational responses.
218	In addition to providing basic and immediate assistance to survivors of sexual violence, peacekeeping operations are working together with United Nations country teams to establish referral pathways and improve the provision of services, including through extending the presence of service providers. Contributions of troops or police to peacekeeping operations by States that are repeatedly listed in the annual reports on children and armed conflict and on conflict-related sexual violence are no longer being accepted. An official communication was issued to troop and police contributors that were listed at the time of the issuance of report of the Secretary-General on the implementation of the recommendations of the High-level Independent Panel on Peace Operations (A/70/357) in September 2015, in which they were informed that they were required to engage with the respective Special Representatives of the Secretary-General to make and implement specific time-bound commitments and specific action plans to address the violations for which they were listed and that failure to cease systematic violations and implement action plans expeditiously would result in suspension from peace operations. The Department of Peacekeeping Operations and the Special Representatives of the Secretary-General for Children and Armed Conflict and on Sexual Violence in Conflict continue to work with the contributing countries that are currently listed in those reports to achieve delisting.
219	As mandated by the Security Council in its resolutions, women's protection advisers have been deployed in five peacekeeping operations (MINUSMA, MINUSCA, MONUSCO, UNMISS and UNOCI), and they continue to play a significant role in the effective prevention of and response to conflict-related sexual violence. Women's protection advisers are currently supporting the implementation of the mandate on conflict-related sexual violence through political advocacy and constructive engagement with all parties to a conflict and by establishing an evidence base, including by supporting the monitoring, analysis and reporting arrangements on conflict-related sexual violence, and strengthening referral arrangements and survivor assistance within the mission's overall protection framework. Women's protection advisers assume an important role as advisers to mission leadership,

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	continue to mainstream and institutionalize prevention and response measures throughout the functions of mission components and undertake capacity-building initiatives to enhance the effectiveness of mission personnel to better address challenges relating to conflict-related sexual violence.
221	The guidelines on integrating a gender perspective into the work of United Nations military forces in peacekeeping operations were once again disseminated to all missions in 2016. They also formed the core of the training delivered in 2016 to military gender advisers and focal points. The guidelines will be assessed in the context of the revision that started in September 2016.
222	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
223	In order to strengthen protection responses and ensure coherence in monitoring and reporting functions, MINUSCA, MINUSMA and the United Nations Assistance Mission in Somalia commenced the consolidation of specialized protection functions relating to child protection and conflict-related sexual violence within human rights components in July 2016. A Headquarters working group comprising representatives of the Department of Peacekeeping Operations, the Department of Political Affairs, the Office of the High Commissioner for Human Rights and the Offices of the Special Representatives of the Secretary-General for Children and Armed Conflict and on Sexual Violence in Conflict is monitoring and supporting its implementation. A written briefing on the impact of consolidation on the implementation of the specialized protection functions will be provided to the Special Committee during its substantive session in 2017.
224	A child protection perspective is taken into account during all phases of the mission planning process, including through the participation of child protection advisers and technical experts in the integrated mechanisms envisaged in the United Nations policy on integrated assessment and planning. Child protection staff are included in mission structures in MINUSCA, MINUSMA, the United Nations Stabilization Mission in Haiti, MONUSCO, the African Union-United Nations Hybrid Operation in Darfur, UNOCI and UNMISS.
225	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
226	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
227	In March 2015, the Policy, Evaluation and Training Division initiated the development of in-depth specialized modules for United Nations police in collaboration with the United Nations Children's Fund, the Offices of the Special Representatives of the Secretary-General for Children and Armed Conflict and on Violence against Children and the Police Division. The materials comprise six modules, a trainer manual, practical exercises, case scenarios and supporting tools, such as pocket-sized cards and leaflets on "dos and don'ts", and will be validated and rolled out in partnership with Member States by the end of 2016. The Office of Military Affairs is involved in the work to improve training related to child protection. The guidelines on preparation for operational readiness will reflect the requirement for troop- and police-contributing countries to address the issue of child protection in their predeployment training. Specialized training material on child protection for the military has been completed, and a train-the-trainer course for its dissemination among troop- and police-contributing countries will take place in September 2016. Specialized training materials on child protection for United Nations police officers are

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	being finalized. A validation workshop for the materials comprising trainers nominated by Member States will take place in October 2016, and the global pilot course will take place from 28 November to 2 December 2016.
228	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
231	The Medical Services Division and the Logistics Support Division, through the promulgation of the new edition of the Medical Support Manual for United Nations Field Missions in 2015, have set out guidelines for predeployment medical clearance and an exhaustive list of medical conditions that preclude deployment to peacekeeping missions. Those measures should help the troop- and police-contributing countries to strengthen their efforts in ensuring that only medically fit personnel are deployed missions. To further help to raise awareness of this crucial matter, a note verbale has been sent to all permanent missions highlighting this and other important issues addressed in the Medical Support Manual.
232	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
233	EarthMed has been implemented in the United Nations clinics across all peacekeeping missions.
234	The Medical Services Division continues to actively develop its capabilities that support peacekeeping operations and respond to organizational occupational safety and health needs. In line with the occupational safety and health framework of the High-level Committee on Management, the Division has worked closely with the Department of Peacekeeping Operations and the Department of Field Support field occupational safety programme to develop a draft occupational safety and health policy, which has been widely consulted by interested parties and is awaiting review by the Management Committee. Terms of reference have been drafted for a steering committee to act as the Organization's oversight body on occupational safety and health and for local multidisciplinary safety and health committees that will implement related policy in the field. The Division has advanced in its development of a mechanism for workplace safety incident reporting, recording and analysis that will allow easy access to incident reporting for all staff and which is integrated into the Organization's existing electronic medical records system. Individually and collectively, the measures form a structured approach to occupational safety and health as outlined by the High-level Committee on Management. They are internationally recognized as effective ways to measure and manage the safety and health of personnel. The measures are likely to demonstrate objective results as they come online, which is expected in 2017.
237	The implementation of section XVIII of General Assembly resolution 61/276 is ongoing. Please also refer to the response to paragraph 241, below.
241	The Department of Peacekeeping Operations and the Department of Field Support are revising both the 2013 policy and the 2011 guidelines on the management and implementation of quick-impact projects to ensure that such projects are planned and managed efficiently and effectively build confidence in the mission, its mandate and the peace process, while also addressing the needs of the people. The revision is expected to be completed by June 2017.

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244	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
245	The updated core predeployment training materials and curriculum address the protection of civilians, and there are specialized training materials on the protection of civilians at the operational and tactical levels. Currently under development for use in both predeployment and in-mission training is the integrated training package on the protection of civilians, which integrates the training materials that provide guidance on the protection of civilians, child protection and combating conflict-related sexual violence in peacekeeping. All senior leadership courses contain elements on the protection of civilians. Scenario-based, mission-specific training for mission leadership in crisis management is in development. At all missions, specialized training relating to the protection of civilians and other protection-related mandates is ongoing for different categories of personnel and for personnel with specific protection functions. The Integrated Training Service and the Office of Military Affairs jointly developed tabletop exercises to strengthen mission capacity to respond to operational needs, especially among members of the senior leadership team. Tabletop exercises on the protection of civilians were conducted at the United Nations Interim Force in Lebanon (UNIFIL) and UNMIL in 2016.
249	A training needs assessment will address in-mission training requirements with regard to the protection of civilians, identify needs and recommend priorities for training development. In November 2016, the Integrated Training Service will conduct a workshop with Member States to develop an integrated approach to the protection of civilians that will allow training material on the protection of civilians, child protection and conflict-related sexual violence to be developed in a synthesized manner to make it easier for personnel to understand and meet United Nations requirements.
251	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
252	The majority of missions mandated to protect civilians have overarching strategies for implementing those mandates. During the reporting period, the Department of Peacekeeping Operations and the Department of Field Support supported the revision of one mission's strategy for the protection of civilians (UNMIL) and the creation of another mission's strategy (UNIFIL). The Departments evaluated strategies over the past year, and their recommendations are already having an impact on the ways in which missions are conceptualizing and operationalizing strategies. The recommendations are being widely consulted and will be fully implemented in the upcoming year.
253	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
254	The Department of Peacekeeping Operations and the Department of Field Support have worked closely with missions on developing operational guidance, including on how to incorporate the protection of civilians into political strategies. A survey of the practice of community liaison assistants, conducted in 2016, included practical recommendations for improving the capacity of those critical unarmed protection actors. Finalization of the guidelines for the protection of civilians by United Nations police officers is under way.
257	The Department of Peacekeeping Operations and the Department of Field Support, in close consultation with Member States, developed pocket-sized cards on the protection of civilians for peacekeepers deployed in the field. The Integrated Training Service will be undertaking a training needs

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	assessment on the protection of civilians over the next year. From 1 July 2015 to 30 June 2016, six training recognition certificates for United Nations courses on the protection of civilians were awarded to Member State training institutions for conducting predeployment training courses to military contingents according to United Nations standards. During the same period, three mobile training teams were deployed specifically to deliver such courses in order to build the capacity of the military and police trainers of troop- and police-contributing countries to conduct training courses according to United Nations standards. A mobile training team will be deployed to UNIFIL in November 2016 to conduct training on the protection of civilians. In April 2016, a train-the-trainer course on specialized training material on the protection of civilians at the tactical level was conducted for military and police trainers from Member States in Asia, including the top troop-contributing countries.
258	The first conference of senior advisers on the protection of civilians was held in March 2016, during which advisers on the protection of civilians from six missions were able to consult with representatives of the Secretariat and Member States and discuss critical operational and policy issues that pose challenges for the implementation of the mandate on the protection of civilians. A community of practice has been created as an additional forum for engaging with relevant stakeholders on the implementation of that mandate.
259	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
260	Each mission provides for public information and outreach on the protection of civilians in its mission-specific strategies. Missions engage with local populations through a number of forums, including through community liaison assistants, early warning networks, local perception surveys, community meetings and United Nations-sponsored radio and with the host Government through dialogue mechanisms.
261	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
262	The Department of Peacekeeping Operations and the Department of Field Support continue to coordinate with a wide range of actors on the mandate to protect civilians. In particular, the senior advisers on the protection of civilians play a critical role in coordinating within the mission and serve as a link between the mission and the Secretariat on those issues. Through the United Nations Liaison Office for Peace and Security, in Brussels, the Departments supported the development of the policy of the North Atlantic Treaty Organization on the protection of civilians.
	VII. Cooperation with troop-contributing countries
264	The Secretariat regularly engages with troop- and police-contributing countries, in particular during the planning processes that take place throughout the life cycle of a mission. The holding of a formal meeting with troop- and police-contributing countries prior to mandate renewal has become a standard practice, complemented by ad hoc informal meetings at which the Secretariat provides updates on the situation on the ground and on the planning and concept of operations for the mission. When the Department of Peacekeeping Operations and the Department of Field Support conduct strategic reviews of missions, they consult with relevant troop- and police-contributing countries in order to incorporate their advice into the planning process. Information that has an impact on the deployment, concept of operations, command and control structure and the rules of engagement is shared with troop- and police-

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	contributing countries together with follow-up discussions and negotiations on memorandums of understanding, as required. That process is facilitated by the Departments to allow contributing countries to prepare for the new and/or changed requirements.
	VIII. Triangular cooperation between the Security Council, the Secretariat and troop- and police-contributing countries
267	Meetings with troop- and police-contributing countries have been conducted regularly in cases of such major changes in the environment as mission transitions, drawdowns and terminations and in response to urgent situations affecting troop deployments, in particular in cases in which there are increased risks to the safety and security of personnel. Formal meetings are held with troop- and police-contributing countries prior to the issuance of any new mandate. The Secretariat has worked closely with regional and subregional organizations representing many Member States that are also troop contributors, such as, most recently, during joint planning with the Intergovernmental Authority on Development on the proposed regional protection force for South Sudan. The Secretariat also makes continued efforts to ensure that the reports of the Secretary-General are issued in a timely manner prior to meetings with troop- and police-contributing countries and in advance of mandate renewals. Troop-contributing countries are consulted before new statements of unit requirements, such as results-based budgeting for MONUSCO and a combat convoy battalion and an all sources information fusion unit for MINUSMA, are prepared. They are also consulted in the context of the implementation of the recommendations contained in the report of the High-level Independent Panel on Peace Operations on casualty evacuation and the mobility project. Meetings with troop- and police-contributing countries are also held regularly to address issues related to the safety and security of the forces deployed and prior to mandate renewal.
268	The Office of Military Affairs, the Police Division and the integrated operational teams hold regular informal consultations with Member States and respond in a timely manner to any enquiry made by them. As a matter of practice, the Department of Peacekeeping Operations briefs troop- and police-contributing Member States before and after the conduct of strategic and technical reviews and assessments, whether or not it is mandated by the Security Council. Cooperation between the Security Council, troop- and police-contributing countries and the Secretariat on mandates, capabilities and performance issues has continued to expand through a number of formulas. Troop- and police-contributing countries were briefed on contingency plans for possible peacekeeping deployments. Summits or ministerial level meetings and other political level engagements were held to ensure a shared understanding between the Secretariat and Member States on pressing gaps in capabilities and to identify new contributors.
269	Please refer to the section on triangular cooperation in the report of the Secretary-General (see A/71/587, para. 44).
270	The establishment of the Strategic Force Generation and Capability Planning Cell and the implementation of the Peacekeeping Capability Readiness System are key steps that have been taken to support outreach and triangular cooperation among the Security Council, the Secretariat and troop-contributing countries. Please also refer to the response to paragraph 275, below.

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273	As a standard practice, upon receipt of the programme of the Security Council, the Office of Military Affairs prepares an invitation to be sent to the troop- and police-contributing countries concerned at least two weeks prior to the date of the meeting.
274	Please refer to the responses to paragraph 270, above, and paragraph 275, below.
275	The Secretariat routinely updates operational documents, such as military and police concepts of operations and mission concepts, to ensure consistency with the mandates authorized by the Security Council. Subsequently, changes made to those operational documents are reported to the Council and the troop- and police-contributing countries through the reports of the Secretary-General and formal and informal meetings with the countries concerned. To further enhance information-sharing and consultation, the Office of Military Affairs, the Police Division and the integrated operational teams hold regular informal consultations with Member States and respond in a timely manner to any enquiry made by them.
276	The United Nations Operations and Crisis Centre continues to coordinate the delivery of weekly operational briefings. Responses to questions posed by participants are provided in a timely manner, and the participation of additional subject matter experts is arranged for, as necessary.
277	All official training and guidance materials of the Department of Peacekeeping Operations and the Department of Field Support are available online at the Peacekeeping Resource Hub. The Resource Hub currently contains 259 guidance and training documents. It currently has 563 subscriptions from Member States, which on average download more than 4,000 training and guidance documents every month. Since March 2016, the Resource Hub has been available in all six official languages of the United Nations. Newly approved guidance and training materials are uploaded on the Resource Hub within one to two days. Similarly, electronic and printed copies are disseminated to field missions and to Member States through the permanent missions.
278	The manual and guidelines for military experts on mission and the guidelines on gender for military components are currently under review. The review process is expected to be completed by June 2017. Effective implementation is a shared responsibility of the Secretariat, Member States and field missions.
280	Please refer to the responses to paragraphs 264, 267, 268, 275 and 276, above.
	IX. Cooperation with regional arrangements
283	The United Nations has established a liaison presence in Vienna to strengthen cooperation with the Organization for Security and Cooperation in Europe. The United Nations is continuing to explore the possibility of scaling up cooperation with the League of Arab States.
287	The United Nations has enhanced information-sharing and analysis exchange with regional arrangements, such as the European Union, to improve interoperability and enhance operational effectiveness by: (a) exchanging classified information; (b) sharing the outcomes of strategic reviews; (c) sharing lessons learned from troop- and police-contributing countries; and (d) maintaining regular information-sharing and analysis exchange.

X. Enhancement of African Union capacities

300 As part of the joint efforts of the Secretariat and the African Union on standardizing the process of rehatting uniformed personnel from African Union to United Nations peacekeeping operations, a shared vision on the benchmarks for transitioning was jointly drafted in the first half of 2016 and is currently being consolidated. In mid-2016, the organizations launched work on the joint development of a toolbox for transitions, with standards in several agreed areas, including command and control, due diligence in human rights and adherence to international humanitarian law, and support to troops on logistics and contingent-owned equipment. The exercise is expected to conclude in the first half of 2017.

XI. Developing stronger United Nations field support arrangements

304 Following the multi-year strategic reform effort of the global field support strategy, the Department of Field Support intends to consolidate its processes, tools and systems in the pursuit of operational excellence, a business concept that stresses continuous improvement in delivering consistent, reliable and sustainable results. In a revised organizational mission statement, the Department has reaffirmed its commitment to contributing to the mandate success of international peace operations with rapid, effective, efficient and responsible solutions. For the period 2017-18, the Department will continue to focus on a core set of long-term priority initiatives highlighted in the report of the Secretary-General (see A/71/587, sect. III.C.1, which includes improving supply chain management, an activity started under the global field support strategy that is to be completed.

305 Pursuant to the recommendations of the High-level Independent Panel on Peace Operations, the Secretary-General is establishing standing administrative measures to facilitate, among other things, the rapid deployment of personnel to peace operations and is preparing proposals for consideration by the General Assembly on matters that are within the purview of Member States. In parallel, the Secretary-General is undertaking a review of key administrative processes and plans to initiate a review of human resources policies and procedures to ensure that they remain supportive of peace operations. Working groups have been established to review the end-to-end management of various business processes that directly impact service delivery to field missions. The processes under review are recruitment, onboarding, separation, delegations of authority and designations. Where bottlenecks are identified, working groups will consider whether the activity is essential, whether the scope of the activity could be reduced, the number of actors and handoffs that are involved, whether the activity could be done in parallel with other activities or moved elsewhere in the process and whether the activity is being performed by the optimal entity. It is expected that the findings will lead to improved service delivery in all the areas under review.

306 The Secretary-General provided detailed information on the results and benefits derived from the implementation of the global field support strategy, 2010-2015, in his report on the overview of the financing of the United Nations peacekeeping operations (see A/70/749, annex IX). Additional information will be provided according to the guidance provided by the Advisory Committee on Administrative and Budgetary Questions and Member States, as requested by the General Assembly in its resolution 70/286.

307 An informal briefing will be provided to the Special Committee prior to its substantive session in 2017 on the way forward to improve the speed of mission start-ups. Please also see the response to paragraph 305, above.

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308	Predefined modules and service packages continue to facilitate and expedite the development of tailored, mission-specific design solutions and their implementation. The underlying details for the individual modules continue to be refined and updated to include the revision of the scopes of requirements for the development of new systems contracts and the review of the composition of the strategic deployment stock. In addition, preparations are ongoing to develop designs for modular police stations, detention facilities and courthouses in support of national security institutions. The designs are being developed with the standing police capacity based in Brindisi and will complete the complement of planned predefined modules and service packages.
311	An informal briefing with details on this topic will be provided to the Special Committee prior to its substantive session in 2017.
312	In a letter sent to all Member States in July 2016, the Under-Secretary-General for Field Support provided them with an update on the status of the supply chain management initiative and key early benefits. An update on supply chain management will be included in the briefing on strengthening support arrangements provided to the Special Committee prior to its substantive session in 2017.
316	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
317	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
318	Please refer to the responses to paragraphs 305 and 307, above.
319	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
	XII. Best practices and training
322	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
323	At the Leaders' Summit on Peacekeeping held in New York on 28 September 2015, more than 10 nations pledged to provide mobile training teams to support Department of Peacekeeping Operations and Department of Field Support missions and troop- and police-contributing countries. To operationalize their pledges, the Integrated Training Service has prepared and circulated to all pledging Member States a draft memorandum of understanding outlining the responsibilities of both the United Nations and the pledging Member State. Trainers nominated by Member States play a crucial role in the development and validation of training materials. Consultations with those trainers are necessary to ensure that content is informed by lessons learned and is client-oriented, with the provision of instructional support and guidance from the instructor. Validation workshops are conducted in cooperation with trainers in order to test the new training materials, ensure the practicability of its delivery and seek consensus among the trainers on support and roll out. More details will be provided in the context of the informal briefing.
324	The establishment of the train-the-trainer centre, jointly undertaken by the Integrated Training Service, the Office of Military Affairs and the Police Division, will enhance the training capabilities of

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	troop- and police-contributing countries by providing consistent and quality training support to trainers nominated by Member States. Member States are encouraged to support the initiative with the provision of resources in the support account and in the participation of their trainers in the courses. In addition to the mobile training teams pledged at the Leaders' Summit on Peacekeeping, in 2015, another 20 nations have pledged to provide bilateral training support to troop- and police-contributing countries. Several of the pledges have already been used to follow up on assessment and advisory visits. An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
325	Collaborating with the Strategic Force Generation and Capability Planning Cell, the Integrated Training Service supports new and emerging troop- and police-contributing countries in generating high-quality and effectively trained personnel. Assessment and advisory visits are instrumental in gauging training capacity needs in order for mobile training teams to assist troop- and police-contributing countries in meeting the training requirements necessary for operational readiness.
325	All training materials are being developed to address cross-cutting thematic areas with scenario-based exercises simulating mission-specific issues. Mobile training teams deployed to build the capacity of new and emerging troop- and police-contributing countries focus on protection issues and make use of mission-specific realities. A train-the-trainer centre, with the support of voluntary contributions from Member States, conducted its first pilot course for uniformed personnel in October 2016 in Entebbe, Uganda. The centre will reinforce the role of the United Nations in setting training standards and will allow for earlier and more consistent engagement with Member States in the preparation of uniformed personnel for deployment.
326	The Peacekeeping Resource Hub is regularly updated with new guidance and training materials, available for download by Member States and peacekeeping training institutes. Please also refer to the response to paragraph 277, above.
326	In December 2014, the Department of Peacekeeping Operations and the Department of Field Support launched the Peacekeeping Resource Hub, the official portal for Member States to access peacekeeping guidance and training materials. The Resource Hub was presented to the Special Committee in January 2015. Initially launched in English, it was made available in French in 2015 and in the other official languages of the United Nations (Arabic, Chinese, Russian and Spanish) in March 2016.
327	The Integrated Training Service has taken the lead in developing the specialized training materials needed to support the United Nations Military Unit Manuals. The materials are nearly complete and will be validated in a workshop to be held in November 2016. The materials will be rolled out in 2017 through train-the-trainer courses. Member State support to host one or two of the courses is requested.
328	The training needs assessment undertaken by the Department of Peacekeeping Operations for 2012-2013 focused on mandate implementation. It has informed the update of the core predeployment training materials. Building on the findings of the assessment and continuing the focus on mandate implementation, the assessment for 2016-2017 will analyse in-mission training needs with regard to the protection of civilians and recommend steps to strengthen the design and delivery of training.
329	The specialized training materials for formed police units were completed in early 2016 and are accessible online at the Peacekeeping Resource Hub. The material on conflict-related sexual violence has been completed, and the train-the-trainer course will take place in January 2017. The material on

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	child protection for the military has also been completed, and a train-the-trainer course for its dissemination among troop-contributing countries will take place in September 2016. The material on child protection for United Nations police officers is being finalized, with a validation workshop to take place in October 2016, and the global pilot course to take place from 28 November to 2 December 2016. Together with the Office of Military Affairs, the Integrated Training Service is developing the specialized training materials for the United Nations Military Unit Manuals to provide troop- and police-contributing countries with training guidance for each of the Manuals, and the pilot course for those materials will take place in November 2016. The integrated training package on the protection of civilians integrates guidance on the protection of civilians, child protection and combating conflict-related sexual violence in United Nations peacekeeping. Upon completion of an advanced draft of those materials, the Policy, Evaluation and Training Division organized a consultation workshop for 25 international experts to be held in Austria from 31 October to 4 November 2016.
329	The specialized training material on the protection of civilians at the tactical level has been translated from English into French. All training materials, once completed, are sent for translation, so that the material may be made available in the six official languages of the United Nations. The Department of Peacekeeping Operations is developing guidance for troop-contributing countries on preparation for operational readiness. It will outline and standardize predeployment training and define the military requirements expected from a unit to be deployed and the steps to be taken to achieve a satisfactory level of preparation.
330	More scenario-based exercises and mission-specific case studies are included in all revised training materials to enable personnel to practically apply knowledge, skills and experience to the current realities of complex and hostile environments. Senior leadership training in particular will be strengthened through greater use of scenario-based exercises.
331	The updated core predeployment training materials and the mandatory induction training for all peacekeeping personnel in the field includes child protection and gender mainstreaming in the context of peacekeeping operations to ensure that deployed personnel receive guidance in accordance with United Nations standards. The specialized training material on child protection for the military has been completed, and a train-the-trainer course for its dissemination among troop-contributing countries will take place in September 2016. The material on child protection for United Nations police officers is being finalized, and a validation workshop comprising trainers nominated by Member States will take place in October 2016. The global pilot course for the specialized training material will take place from 28 November to 2 December 2016. The specialized training materials on gender for police contingents include the gender toolkit for United Nations police officers, which was launched in 2015, and the standardized training curriculum for United Nations police officers on investigating and preventing sexual and gender-based violence, which is being finalized and due for completion by June 2017. The material on the integration of gender perspectives into military tasks at the tactical level is being finalized by the Office of Military Affairs and is due for validation in 2016. Material targeting military gender advisers and gender focal points is in development.
332	Guidance and training materials are consolidated online at the Peacekeeping Resource Hub. The Resource Hub is linked to the Dag Hammarskjöld Library server, allowing for faster access and easier navigation. The triangular partnership project, initiated by the Department of Field Support with extrabudgetary support, to enhance the capacities of African troop-contributing countries in rapidly deploying engineering units to United Nations peacekeeping operations continued its successful

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	operation, with two regular training sessions and a pilot train-the-trainer course conducted in 2016. Graduates of the train-the-trainer course from at least one of the troop-contributing countries have already started training students in their home country. Deployment of the first trained contingent is planned for 2017. In addition, a curriculum development and integration workshop to identify guidelines and key training modules, a training needs analysis of two troop-contributing countries to identify their needs and a multi-lateral planning workshop for stakeholders to help to expand partnerships and plan for 2017 were also conducted. Future opportunities are being explored to expand training to include a mobile training course. Subject to support, the triangular partnership concept could be considered for expansion to other areas, such as medical services.
332	Since its launch in December 2014, the Peacekeeping Resource Hub has been expanded to contain 259 guidance and training materials. Peacekeeping training centres use the upgraded and accessible Resource Hub as the primary source for accessing Department of Peacekeeping Operations-Department of Field Support training and guidance materials and as a platform for exchanging information and ideas on peacekeeping-related issues. Peacekeeping training centres use the Resource Hub to access peacekeeping communities of practice in order to share advice among peacekeeping personnel with expertise in a particular field.
333	The Specialized training materials for formed police units were completed in early 2016 and are accessible online at the Peacekeeping Resource Hub.
334	The Integrated Training Service devised a twofold strategy to implement the recommendations of the internal review conducted in 2015. The management component of the training programme was strengthened through the update of the main case scenario and the development of new exercises and case studies, which contributed to making the programme more interactive and expanded its learning outcomes. The second workstream is the development of the new programme, the main objective of which is to build a pool of potential candidates with advanced leadership, management and interpersonal skills for appointment to senior positions in peace operations, such as directors of mission support or chiefs of staff. The Service has been working on the design and development of the new course through extensive consultations with key stakeholders, including currently serving and retired directors of mission support and chiefs of staff. The pilot project of the new course will be conducted in January 2017.
335	Assessment and advisory visits to gauge the training capacity needs of new and emerging troop- and police-contributing countries are followed up on by mobile training teams which assist those countries with meeting the training requirements necessary for operational readiness. The Integrated Training Service has also responded to requests, made on short notice, from troop- and police-contributing countries for training support to address specific needs. A training needs assessment addresses in-mission requirements for training on the protection of civilians, identifies needs and recommends priorities for training development.
336	E-learning courses have been developed by the Integrated Training Service and are available online from the United Nations System Staff College portal. They include an introductory course on United Nations peacekeeping operations, six courses for in-mission induction training and e-learning modules for the senior mission administration and resource training programme. There are plans for the Service's civilian pre-deployment training team to further develop e-learning materials to assist in the delivery of predeployment training for civilian personnel and to develop e-learning materials for the course for senior mission leaders. The Police Division will be collaborating with the Service to convert the

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	standardized training curriculum for United Nations police officers on investigating and preventing sexual and gender-based violence into an e-learning format, as part of the finalization of the training materials. The Office of Military Affairs has engaged with regional peacekeeping training institutes to evaluate their online training resources while building similar resources for a United Nations audience.
337	The United Nations Institute for Training and Research (UNITAR) supports African troop-contributing countries through the provision of predeployment training. Applying the Department of Peacekeeping Operations predeployment training package, the UNITAR peacekeeping training programme contributes to the preparedness and readiness of personnel to perform effectively in United Nations peace operations. With a view to ensuring long-term sustainability, the programme also builds the capacity of national and regional peacekeeping training institutions to deliver high-quality training according to United Nations standards through train-the-trainer, coaching and mentoring initiatives. UNITAR has developed a number of online learning and educational resources to address the specific needs of personnel deployed as part of United Nations peace operations, which are accessible to personnel and national and regional peacekeeping training institutions in all regions, including Asia, Latin America and Africa. UNITAR continues to diversify its learning and educational resources to respond adequately to the training needs of personnel and coordinates with other online training providers to improve access to resources. With regard to post-graduate programmes accredited by academic institutions, UNITAR is exploring possibilities for the provision of partial scholarships to personnel currently serving in missions.
338	The Integrated Training Service continues to work with United Nations stakeholders and external partners to provide support in peacekeeping training to Member States, improve dissemination of training materials, raise awareness of peacekeeping training initiatives and develop partnerships and enhance strategic networking to help to match limited training resources to priority needs.
339	This information is contained in the core peacekeeping training material, the basic predeployment training standard developed by the Integrated Training Service for all military, police and civilian personnel. The Manual is available online at the Peacekeeping Resource Hub.
	XIII. Personnel
341	The Department of Field Support continues its efforts to support field missions (peacekeeping operations and special political missions) in recruiting staff on as wide a geographical basis as possible. An analysis of the geographical distribution of candidates selected for field missions shows a representation of 131 different nationalities in 2015 and 112 different nationalities to date in 2016. The Department maintains its efforts to ensure that the gender perspective is pursued in the recruitment processes. Through the efforts undertaken as part of the senior women talent pipeline initiative, which was launched in 2014, 8 candidates from the pipeline were selected for senior level positions in the field. The percentage of women endorsed for placement on rosters for international positions has increased from 27 to 30 per cent during the 2015-2016 cycle. The Department offers guidance to hiring managers and recruiters in field missions on how to apply a gender perspective at all steps of the recruitment process.
342	Total representation of troop- and police-contributing countries in June 2016 was 5,777 of 6,528 encumbered international posts, which is 88.5 per cent of total encumbered international posts. That means that 88.5 per cent of all encumbered posts in peace operations are filled with nationals from troop- and police-contributing countries.

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343	The representation of women in the overall workforce in peacekeeping missions has remained low, at 21 per cent over the past several years. As at June 2016, 28 per cent of all international staff and 18 per cent of all national staff were women. In a climate in which the downsizing and consolidation of peace operations has resulted in a reduction in the overall number of posts, the Department of Field Support continues to prioritize the retention and recruitment of women. The establishment of the senior women talent pipeline in January 2014 has supported those efforts at senior civilian levels.
344	Posts approved for peace operations are not subject to provisions regarding geographical representation. The selection of talent to serve in peace operations follows the spirit of those provisions to ensure that staff selected to serve in peace operations have the widest possible geographical representation. Currently, 88.5 per cent of all staff serving in peace operations are nationals from troop- and police-contributing countries. The Department of Field Support produces monthly reports for the use of senior officials to inform succession planning, which include data on the expiration of appointment dates, gender and geographical distribution. The Department prepares a quarterly internal publication providing information on the senior leadership of United Nations field missions, facilitating forecasting, profiling upcoming leadership vacancies in the field and tracking progress in the appointment of women candidates for leadership positions in the field. The Department of Field Support has updated the standard operating procedures for succession planning and vacancy management that enables it to support the Department of Peacekeeping Operations in profiling senior mission leadership positions, taking into account diversity considerations and complementarity within the leadership team. Other ongoing measures include a comparative review of assessment tools for senior leadership positions with a view to recommending amendments to the process and providing general support for the recruitment and on-boarding processes.
345	At the head and deputy head of mission levels, vacancy rates have remained low in 2015 and in 2016. Two vacancies of 34 posts were reported in December 2015, while one post remained vacant, the Head of Mission of the United Nations Interim Security Force for Abyei, as at September 2016. Those figures confirm a positive trend since the end of 2013 and 2014, when two and three positions, respectively, were vacant. In addition, the duration of vacancies at the head and deputy head of mission levels continued to decrease. In the first half of 2016, more than two thirds (71 per cent) of newly appointed heads or deputy heads of mission entered on duty within seven days of their successor's departure, an improvement from 2015, when the figure was 37 per cent. The low vacancy rate at the senior mission leadership level is the result of continued efforts to plan for succession and the implementation of measures designed to accelerate the recruitment and approval of senior appointees, such as the design of standard operating procedures, standard templates, integrated briefings and regular leadership landscape review meetings with lead departments to forecast vacancies and implement timely recruitment processes.
346	Twice a year, in March and September, the seconded military and police recruitment campaigns are conducted and the lists of vacant posts are sent to Member States. The Office of Military Affairs and the Police Division are circulating the vacant posts a year in advance to avoid or reduce gaps in the rotation of seconded military officers.

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350	Building on the findings of the civilian staffing reviews and in alignment with the promulgated workforce planning user guide for field missions, the Field Personnel Division has established a working group tasked with exploring ways to support efforts to nationalize staff functions in field missions. Guidelines are being drafted to provide missions with a consistent approach to the use of national staff in peace operations and to assist missions to explore ways by which the use of national staff can be achieved, taking into consideration the local labour market conditions at each location. In particular, the guidance seeks to provide practical, hands-on, low-cost and high-impact direction on how missions can operationalize the nationalization of staff functions while meeting the dynamic needs of field missions. A first draft should be circulated to all field missions by December 2016.
351	The role of the Field Personnel Division is to facilitate the availability of well-qualified talent, in more than 24 rosters of candidates, who are ready for selection for posts in field operations. Particular emphasis has been placed on increasing the numbers of Arabic-speaking and French-speaking staff, as well as women, and dedicated initiatives have been taken in 2016 in that regard, including a dedicated information session for francophone countries on the recruitment process for peace operations and a dedicated outreach campaign for Arabic speakers that targeted potential candidates for positions in civil and political affairs at the P-3 and P-4 levels.
352	In supporting the rostering process, the Field Personnel Division, the Office of Military Affairs and the Police Division ensures that candidates are tested in French language proficiency, when fluency in French is a requirement of the post. Such support includes the option that francophone candidates may conduct interviews in French.
353	As part of its efforts to achieve cost efficiency in the delivery of training and to reduce the use of consultants, the Integrated Training Service is developing a core group of mission trainers in the International Computer Driving Licence that could support mission staff and personnel in running Licence-accredited centres and delivering training to raise technological awareness within missions.
354	To foster and strengthen dialogue between the Field Personnel Division and troop- and police-contributing countries, the Division hosts biannual outreach round tables. The initiative is instrumental in growing existing partnerships and addressing ongoing issues, such as promoting the roles of women in peace operations as part of a holistic effort to better bridge the gender gaps among civilian personnel. The Division developed a communications toolkit, including a careers e-library comprising leaflets covering all 24 occupational groups. The leaflets are available in English and French, and, in addition, a set of overview leaflets, banners and folders have been produced, including materials available in all six official languages of the United Nations. The Division developed an electronic outreach platform, which hosts around 1,000 institutions and organizations, including those inherited from outreach activities conducted under the former civilian capacity for peace operations initiative. The platform allows the Division to disseminate information on requirements, create talent pipelines, track applications and monitor and report on results achieved, which generates efficiency gains by leveraging technology. All permanent missions are registered on the platform. The Division conducts dedicated regional outreach visits to troop- and police-contributing countries every year. The outreach visits target regional and local talent pools, rather than taking a global, one-size-fits-all approach. In the context of its ongoing outreach activities and continuous dialogue with Member States, the Division and the Department of Field Support hosted an information session in French and English. The Division has also launched a dedicated outreach campaign for Arabic speakers.

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355	The Field Budget and Finance Division endeavours to settle death and disability compensation claims as expeditiously as possible and within 90 days of receipt of claims with all the necessary documentation. Some death compensation claims may remain pending until the Board of Inquiry can assist in determining that the incident was mission-related and not caused by gross negligence or wilful misconduct. Some disability claims may remain outstanding until a final medical report detailing the degree of residual permanent disability can be submitted, once all treatments and rehabilitation programmes are completed. On receipt of a notification of casualty from the field, the Secretariat proactively contacts the permanent missions concerned to ascertain whether they are aware of the death and disability compensation entitlement and provide guidance on the procedure for the submission of claims. The Division takes all measures necessary to process ongoing claims by frequently corresponding with Member States, field missions and other Secretariat offices.
	XIV. Financial issues
359	Payments for military and police contingents and contingent-owned equipment are made after taking into account a three-month cash operating reserve for each mission. As at 30 September 2016, payments for contingent-owned equipment reimbursement are fully paid to 30 June 2016 and payments for contingent personnel reimbursement are fully paid to 31 July 2016 for all missions.
360	Troop- and police-contributing countries are informed of their respective contingent-owned equipment shortfalls and the related deductions through various means, such as: (a) verification reports; field missions conduct quarterly inspections of units to verify that the categories, line items and the quantities thereof delivered by the troop- and police-contributing countries correspond with the terms of the memorandum of understanding and that the equipment is operational. The results of each inspection, in particular discrepancies between the terms of the memorandum of understanding and the deployed major equipment and/or absences and/or non-functionality thereof are documented in the verification report, which is signed by the respective contingent commanders; (b) contingent-owned equipment claim calculations; a detailed calculation of the reimbursement, specifically identifying missing and non-functioning equipment, is forwarded to the permanent mission on a quarterly basis; (c) statement of payments; the permanent mission in New York are informed by the United Nations of quarterly payments and/or reimbursements for its troop personnel, including the monetary amount of the deduction from the troop personnel reimbursement.
361	To date, the Secretariat has awarded the risk premium and the enabling premium through procedures developed on the basis of the recommendations contained in the report of the Secretary-General on the implementation of the report of the Senior Advisory Group on rates of reimbursement to troop-contributing countries and other related issues (A/67/713). Under the procedures, the risk premium has been awarded to some units in UNMIL and MINUSMA, and the enabling capability premium has been approved for one unit in MINUSCA.